ANNUAL REPORT TO THE MAYOR

FOR

1954 - 1955

By the
PURCHASING DEPARTMENT
of the
CITY AND COUNTY OF SAN FRANCISCO

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

September 21, 1955

Honorable Elmer E. Robinson, Mayor
City and County of San Francisco
San Francisco, California.

Dear Mayor Robinson:

Pursuant to instructions, respectfully submitted herein is the annual report of work performed by the Purchasing Department during the Fiscal Year 1954-1955.

This report was prepared by the staff of the Purchasing Department and reviewed by this office after the unfortunate and unexpected death of the City Purchaser, Harold H. Jones. Mr. Jones had held the position of Purchaser for five years after long service with the City and County, his last promotion having been from General Superintendent of Shops. He was highly competent and universally respected. His passing was a great loss to the City and County Government and to the community.

BUYING AND ACCOUNTING DIVISIONS

Total Purchases made by the Purchasing Department for the various departments and the San Francisco Unified School District for:

1954-1955	$ 14,600,418.44
1953-1954	13,972,937.63
an INCREASE of	627,480.81

The 1954-1955 total was made up as follows:

GENERAL	5,384,340.07
EDUCATION	2,349,927.45
HEALTH	2,086,154.74
UTILITIES	4,431,150.47
PURCHASER'S REVOLVING FUND	348,845.71
	14,600,418.44

Payments and Discounts

The drive continues to expedite payments to vendors and take advantage of all cash discounts. Particular attention is given to those payments involving large cash discounts. Results are very satisfactory and continue to improve. The cooperation of the departments has been very helpful in this connection.

The fact that payments are now being processed more rapidly has been well received by vendors with whom the City does business. This has encouraged more local competition for City bids.

DISCOUNT

For the period July 1, 1954, thru June 30, 1955.

	Dollars	Percentage
Cash Discounts TAKEN	$ 27,677.51	96.2%

New Contract Procedure

The new contract procedure has proven very satisfactory. A substantial saving of time has been noted in completing transactions.

Departmental Revolving Funds (Various Departments.)

Those departments having revolving funds are now permitted to make cash purchases up to $15. All such expenditures are subsequently checked in the Purchasing Department as to correct price, contract items, and the like and also audited by the Controller's Office. Departments, particularly those with large amounts of stores, are thus enabled to delete from their inventories many slow moving standard items of relatively low unit value.

Annual Bid Bond

Bidders now have the option of filing an annual bid bond rather than submitting a certified check with each bid requiring a deposit. This has proved very popular with bidders, particularly those firms who submit numerous bids during the year.

Controller

All changes and improvements in procedure have been done with the approval and cooperation of the Controller, especially in those cases where accounting policies are involved or where procedure changes in the Purchasing Department affect the related procedures in the Controller's Office.

Purchaser's Petty Purchase Revolving Fund

The maximum amount for Petty Purchase Orders at present time is $50, with payments made twice monthly; all discounts are taken on these orders. This system continues to operate very satisfactorily for the benefit of both the City departments and the vendors.

The following summary reflects the operation of the Purchaser's Revolving Fund for the year 1954-1955:

Number of individual orders written	14,321
Average number of monthly orders written	1,193
Total amount of money for fiscal year	$348,845.71

SALES AND INVENTORY DIVISION

Sales

Forty-four sales complete in themselves, plus one sale of Hay and other Agricultural Products which consisted of nine individual sales, were conducted in 1954-1955, making a total of 53 sales for the year. Total revenue from sales was $140,751.88. All sales were of personal property unfit or unnecessary for the use of the City and County and were made under the authority of Section 88 of the Charter.

Breakdown of sales:

Metal Scrap and Salvage	$ 25,123.04
Fire Boats	25,500.00
Alameda Pipeline	22,600.00
Dried Sewage Sludge	14,218.21
Swill	13,979.50
Cable Cars	12,058.28
Agricultural Products (Water Dept.) ...	6,217.69
X-Ray Film	5,365.03
Miscellaneous Equipment	3,895.07
Rock (aggregates)	3,750.00
Typewriters	2,838.57
Sheep and Wool	1,253.49
Motor Coaches	972.60
Grease and Bones	436.18
Miscellaneous Sales	2,544.22
TOTAL REVENUE FROM SALES	$ 140,751.88

Some unusual personal property disposed of this year included two retired fifty-year-old fire boats, a mountain of rock from Hetch Hetchy, seventy-five year old Alameda Water Pipeline, cable cars and cable car bells. The sale of surplus cable cars received national attention through the press, radio and television.

The close of the Fiscal Year 1954-1955 marked the end of a two-year contract for the disposal of dried sewage sludge produced at the Southeast Sewage Treatment Plant. The total of 5534 tons was sold during the contract period for $27,670.

Inventory

The equipment inventory program for the Fiscal Year 1954-1955 was concerned principally with the Public Health and Fire Departments, both of which have been completed. Other Public departments and offices rechecked and brought up to date were the Mayor, City Attorney, Assessor, Recorder, Public Defender, Recreation and Park, District Attorney, Log Cabin Ranch, Controller and Purchasing Department. A complete recheck was made of the Juvenile Court Home and Log Cabin School, due to a change in the department head. Investigations, follow-ups and adjustments were made to the perpetual inventory on missing or stolen equipment.

Many transfers of equipment and supplies between departments were effected, enabling much discarded equipment to be put to further use. The inventory division checks and analyses requisitions for equipment before purchases are made with a view toward keeping such purchases in line with budgetary requests and appropriations and preventing possible duplications.

Permits for the operation of vending machines on City property in accordance with Ordinance No. 6562 were kept current. Additional vending machines and new locations were added as requested and approved.

Various special assignments and services as assigned by the Purchaser of Supplies were carried out by this division, among which were:

1. Storeroom procedure was set up under the direction of the Purchaser of Supplies at San Francisco International Airport.

2. The handling and moving of furniture, equipment and supplies between departments at various locations.

3. Office, accounting and storekeeping procedure at various storerooms was coordinated and organized.

The general equipment inventory is nearing completion. By June, 1956 all departments, with the exception of those under Public Utilities, will have been inventoried. Thereafter the inventory crew will locate, identify and list all equipment purchased or acquired since the last physical check.

CIVILIAN DEFENSE CONTRIBUTIONS

The Purchaser of Supplies is Chief of the Procurement Division of the San Francisco Disaster Council and Corps. Key personnel of the department have volunteered and have been assigned to staff work in the Procurement Division. They have participated in practice exercises and drills and have developed procedures and established sources of supply in order that the Procurement Division may function efficiently in the event of an emergency.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides a centralized service, available to all city departments, in the following fields; photography, photostating, microfilming, mimeographing and offset duplicating, blue printing and machine accounting (I.B.M.).

Over fifty city departments make regular use of these services. The gross amount of work performed during the last fiscal year amounted to $167,036 - increase of 7,727 over the previous year.

Much of the work performed in this Bureau is of a continuing or recurring nature. Important among these operations are the preparation of specifications and blue prints required for bidders on construction of schools, playgrounds, public buildings, etc; reproduction of annual budget estimates, block maps, transcripts of property sales and transfers; accounting records and registers concerning traffic citations issued, purchase orders, inventory records, sales tax and business licenses.

The maintaining of license fee records through the use of business machines in the Tabulating and Reproduction Bureau was inaugurated by the Tax Collector during the past fiscal year.

CENTRAL SHOPS

The Purchasing Department through its Central Shops No's. 1, 2, and 3, and sub-shops and garages, is charged with the repair and maintenance of all city-owned automobiles, trucks and motor propelled vehicles (except Public Utilities), mechanical apparatus and machines, fire apparatus, high pressure pumping stations, bridges, sewage treatment plants, park locomotive and train, merry-go-rounds, ferris wheels, zoo equipment, parking meter collection equipment, Log Cabin Ranch water supply pumps and motors, pasteurizing boiler, golf course and playground equipment and other miscellaneous mechanical and machine work at schools, etc.

Central Shops (Continued)

Shops and garages are maintained at the following locations:

Central Shop No. 1	313 Francisco St.
Central Shops No. 2	2800 Alameda St.
Central Shop No. 3	1745 California St.
Central Gas Station	15th & Harrison Sts.
Gas Station & Grease Rack	2323 Army Street
Park Garage	Golden Gate Park
Hall of Justice Garage	Washington & Kearny Sts
19th Ave., Sub-Station	2350 19th Ave.
Health Garage	Health Bldg.-101 Grove St.
Dept. of Electricity	264 Golden Gate Ave.
Motorcycle Shop	Sou. Sta.-4th & Clara Sts
No. Point Sewage Treatment Plant	Bay & No. Point Sts
Southeast Sewage Treatment Plant	1800 Jerrold Ave.
Richmond-Sunset Sewage Treatment Plant ..	Golden Gate Park

Major overhauls were made to both V12 and 6 cylinder fire engine motors. Main bearings are now line-bored exclusively, minimizing warping of crankcases.

Two new battery wagon hose tenders were assembled in the shops and have been placed in service.

Some of the large vertical sludge pumps at the North Point Sewage Treatment Plant, which have been in use for five years, required overhauling. Repairs were made and shafts reconditioned.

The decals for Police cars and City seals are being made in the shops on "Scotch-lite" reflector type material by the silk screen process. Although the initial cost is slightly higher than for the paper decals formerly used, the advantage to the city is in longer service plus better appearance.

Storekeeping

Storekeeping personnel are maintained by the Purchasing Department in each of the following locations to administer warehousing functions and distribution of City owned material, equipment and supplies:

Central Warehouse	15th & Harrison Sts
Shop No. 1	2033 Stockton St.
Water Department Yard	Bryant Street
Municipal Railway	(Elkton Yard
	(24th & Utah Sts
	(Kirkland, No. Point & Powell
	(Ocean & San Jose Aves.
	(949 Presidio Ave.
	(17th & Potrero
	(17th & Potrero, Transfer Room

Storekeeping (Continued)

Recreation and Park Department .... Park Garage, Golden Gate Park
San Francisco Hospital ..... 1001 Potrero Avenue
Laguna Honda Home ..... 7th Ave. & Dewey Blvd.
Hassler Health Home ..... Redwood City
Hetch Hetchy ..... Moccasin, California
Works ..... 2323 Army Street
Electricity ..... 264 Golden Gate Avenue
One storekeeper is attached to the Inventory Division.

For the Fiscal Year 1954-1955 expenditures for materials and labor for the maintenance of equipment totaled approximately $583,339, including supplemental appropriations and work orders.

PERSONNEL

The purchasing Department is operated by 198 employees, divided into 39 classifications. The following is a tabulation of the number of employees by classifications:

1 Purchaser of Supplies
1 Chief Assistant Purchaser of Supplies
1 Senior Assistant Purchaser of Supplies
7 Assistant Purchasers
1 Printing and Stationery Buyer
1 Assistant Stationery Buyer
1 Supervisor of Equipment and Supplies
1 Supervisor of Tabulating Division
1 Supervisor of Tabulating and Reproduction Bureau
1 General Superintendent of Shops
3 Foreman, Auto Machinists
2 Sub-Foreman, Auto Machinists
2 Head Clerks
3 Bookkeepers
9 General Storekeepers
23 Storekeepers
4 General Clerks
10 General Clerk-Stenographers
17 General Clerk-Typists
25 Garageman
3 Blacksmiths
4 Blacksmith Finishers
33 Auto Machinists
1 Batteryman Electrician
2 Patternmakers
4 Car and Auto Painters
2 Auto Fender and Body Workers
1 Leather Worker
1 Chauffeur
2 Duplicating Machine Operators
6 Key Punch Operators

Personnel (Continued)

8 Tabulating Machine Operators
1 Senior Tabulating Machine Operator
3 Blueprinters
1 Photostat Operator
1 Photographer
1 Laborer
9 Machinists

PURCHASE ORDERS PAID

JULY 1, 1954 TO JUNE 30, 1955

MONTH	GENERAL		EDUCATION	
	No. of Orders	Value of Orders	No. of Orders	Value of Orders
July	2,094	$789,864.12	676	$264,936.47
August	1,227	586,152.30	460	332,334.01
September	1,210	554,798.01	697	169,232,18
October	1,276	432,682.18	530	237,731.02
November	1,014	307,162.96	336	57,066.35
December	1,198	399,129.73	549	274,020.94
January	1,427	451,580.34	478	128,305.12
February	911	293,658.96	373	236,973.32
March	1,422	459,982.41	383	135,853.73
April	1,115	437,528.28	506	275,408.87
May	1,053	296,171.66	304	111,781.46
June	925	375,629.12	405	126,283.98
	14,872	$5,384,340.07	5,697	$2,349,927.45

PURCHASE ORDERS PAID

JULY 1, 1954 to JUNE 30, 1955

MONTH	HEALTH		UTILITIES	
	No. of Orders	Value of Orders	No. of Orders	Value of Orders
July	696	$293,898.53	768	$610,095.67
August	408	218,543.32	437	294,778.67
September	420	172,735.33	458	323,529.01
October	452	183,382.51	503	349,500.12
November	305	113,380.29	453	351,057.27
December	496	181,565.32	458	192,906.65
January	452	206,209.08	601	424,525.01
February	376	175,912.64	450	344,873.89
March	442	213,189.36	525	336,645.58
April	306	145,553.63	554	370,903.06
May	349	133,237.26	425	713,612.59
June	140	48,547.47	316	118,722.95
	4,842	$2,086,154.74	5,948	$4,431,150.47

MONTH	PETTY PURCHASING & REVOLVING FUND		GRAND TOTALS	
	No. of Orders	Value of Orders	No. of Orders	Value of Orders
July	966	$22,836.50	5,200	$1,981,631.29
August	1,059	25,652.72	3,591	1,457,461.02
September	1,231	31,057.75	4,016	1,251,352.28
October	1,299	31,047.01	4,060	1,234,342.84
November	1,139	26,905.82	3,247	855,572.69
December	1,338	31,302.50	4,039	1,078,925.14
January	1,154	28,067.03	4,112	1,238,686.58
February	1,193	28,961.33	3,303	1,080,380.14
March	1,334	33,648.73	4,106	1,179,319.81
April	1,266	31,603.69	3,747	1,260,997.53
May	1,272	31,613.88	3,403	1,286,416.85
June	1,070	26,148.75	2,856	695,332.27
	14,321	$348,845.71	45,680	$14,600,418.44

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EXPENDITURES

A COMPARISON OF EXPENDITURES FOR ALL APPROPRIATIONS (OTHER THAN THOSE FOR PERSONAL SERVICES) WITH ORIGINAL BUDGET APPROPRIATIONS FOR 1954-1955:

Account		Budgeted	Expended	Surplus	Deficit
433.200.00	Contractual Serv.	$33,551.00	$37,208.27	--	$ 3,657.27
433.300.00	Materials & Spls.	11,510.00	14,047.55	--	2,537.55
433.400.01	Equipment (Purch.)	1,120.00	6,382.05	--	5,262.05
433.400.02	Equipment (Shops)	--	5,867.10	--	5,867.10
433.812.33	Personal Bonds	10,000.00	7,139.62	2,860.38	--
433.813.33	Auto Insurance	21,500.00	19,687.50	1,812.50	--
		$77,681.00	$90,332.09	$4,672.88	$17,323.97

REVENUES

A COMPARISON OF REVENUES WITH REVENUES ESTIMATED IN BUDGET OF 1954-1955:

Account		Estimated Income	Actual Income	Actual -OVER-	Actual -UNDER-
7061	Sale of Documents	$ --	$ 144.00	$ 144.00	--
7062	Minor Sales	1,000.00	3,775.00	2,775.00	--
7063	Damages	--	20.00	20.00	--
7064	Misc. Sales	20.00	160.00	140.00	--
7099	Misc. Revenue	--	--	--	--
7451	Sale of Sludge	10,000.00	13,571.56	3,571.56	--
7621	Sale of Swill)		(13,787.50)		
7621	Sale of Grease) & Bones)	14,000.00	(616.64)	404.14	--
		$25,020.00	$32,074.70	$7,054.70	--

* * * * * * * *

CONCLUSION

The foregoing activities, along with inspections, testing, sampling, writing of specifications, setting up of annual, semi-annual, and quarterly buying schedules and other affiliated duties, summarize work performed by the Purchasing Department last fiscal year and comprise substantially the work program for 1955-1956.

Respectfully submitted,

Chief Administrative Officer

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

September, 1956

CITY AND COUNTY OF SAN FRANCISCO
PURCHASING DEPARTMENT
270 CITY HALL
ZONE 2

September 14, 1956

Mr. Thomas A. Brooks,
Chief Administrative Officer
289 City Hall

Dear Mr. Brooks:

Transmitted herewith are six copies of the Annual Report of the Purchasing Department, prepared in response to His Honor Mayor Christopher's request in connection with his forthcoming annual report to the Board of Supervisors.

I should like to take this opportunity to express my appreciation for the confidence you placed in me in appointing me Purchaser of Supplies and to thank you for your continuing cooperation and support.

I should also like to express my gratitude for the understanding cooperation I have received from all departments of the City and County and from the San Francisco Unified School District.

I want you to know too of my most sincere appreciation of the intelligent devotion to duty and the firm loyalty shown during the last year by all personnel in the Purchasing Department.

Sincerely yours,

B. G. Kline

B. G. Kline
Purchaser of Supplies

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

ANNUAL REPORT September, 1956

The Purchasing Department is responsible for

1. The purchase of all materials and supplies, equipment and contractual services for all departments of the City and County and the San Francisco Unified School District;

2. The sale of surplus materials, supplies and equipment for the various departments;

3. The repair and maintenance of automotive and other equipment for all departments except Public Utilities;

4. The maintenance of a perpetual inventory of equipment for the various departments and the operation of general stores; and

5. The operation of a central tabulating and reproduction bureau for departments needing such services.

The following executive assistants report directly to the Purchaser of Supplies:

Chief Assistant Purchaser, in charge of the buying division and sharing with the Purchaser of Supplies supervision of all divisions;

Supervisor of Equipment and Supplies, responsible for sales, the perpetual inventory of equipment, and storekeeping;

General Superintendent of Shops, in complete charge of the Department's three main automotive repair shops and equipment repairs at other locations;

Supervisor of Tabulating and Reproduction Bureau, who performs the functions his title indicates.

The Senior Assistant Purchaser assists in the supervision of the buying division and acts as Chief Assistant Purchaser dur-

ing the latter's absence or occupation with special assignments. Two head clerks also hold key positions in the Central Office in the supervision of clerical employes, and two foremen auto machinists carry heavier responsibilities than their titles imply because of the unfortunate physical separation of the Purchaser's three central shops. The Department has 108 employes.

Weekly staff meetings, attended by buyers and division heads, were inaugurated last December and have been beneficial in many respects. The interchange of ideas is resulting in adoption and standardization of the best procedures, and every participant has had an opportunity to contribute to the policies of the Department. The advice of the Superintendent of Shops on specifications and technical matters, of the Supervisor of Equipment and Supplies with respect to storekeeping and receiving and inspection procedures, and of the Supervisor of the Tabulating and Reproduction Division in matters involving certain equipment and supplies and preparation of forms has been advantageous.

BUYING DIVISION

The principal function of the Department of course is purchasing. Stress has been placed during the last year, and continues to be placed, upon:

1. Standardization of equipment and supplies in common use in various departments in order to take advantage of quantity prices;

2. Broadening of our sources of supplies and equipment to insure fair competitive prices;

3. Improvement of service to the various departments and the School District;

4. Curtailment of non-competitive buying.

A single purchase of manual typewriters for all departments was made in 1955-1956, resulting in a substantial saving in equipment and buying costs. Other types of equipment will be so purchased this year.

Specifications are constantly being revised and improved to contribute to all four aims listed above. Standardization will be encouraged by new "performance" specifications for dishwashing compound, general cleaning agents and similar products, already accomplished or being prepared. Automotive storage batteries are being purchased competitively on newly prepared specifications,

and bids for tires and recapping have been invited on new specifications. The term lumber proposal has been simplified and brought up to date in accordance with current grading rules, and plywood has been added to the contract.

Such indefinite-amount contract items as carbon paper, stencils, drawing pencils and certain contractual services are being carefully checked before and after contracts are entered into to make sure that standardization will not be a disservice to the various departments. Quality, or usefulness to the department, is as important a consideration as price in the buying division.

Greater bidder response is being encouraged through revision of bid forms to make them clearer and simpler, the improvement of specifications, the making of bid invitations more readily available, and improvement in any way possible of our relations with suppliers. "General Conditions, Instructions and Information for Bidders", used in connection with formal contract proposals, have been simplified and clarified to aid bidders, and a new formal quotation form is being prepared. Inquiries are being made when bidder response is poor so that we can improve our procedures or specifications if they are found to be at fault.

Aggregate bidding is being encouraged to obtain better quantity prices, to reward low bidders with substantial orders, and to reduce the Department's costs of issuing multiple purchase orders.

The policy of assigning work to buyers on a commodity rather than commodity and departmental basis has been accelerated. This policy has been well received by supplier representatives, as it permits a salesman to confine his calls to a single buyer, and it is expected to result in better service to departments as buyers become more familiar with the commodities they handle and more expert in their procurement.

Although it is recognized that it is advantageous to the City for the departments to be able to purchase minor, non-recurring, needed-at-once items without delay-producing procedures, efforts are being made to curtail the amount of such purchasing without injuring departmental operations. A term contract for miscellaneous electrical items has been entered into on the basis of a standard book of list prices. Studies are being made to see if other commodities can be similarly contracted for, and the possibility of increasing periodic definite quantity purchases for stores is being taken up with departments. Specialized services are being placed insofar as possible under contracts which specify services to be rendered, prices to be charged, and total encumbrance required.

Besides the chief assistant purchaser and senior assistant purchaser, the Department has eight full time buyers, seven classified as assistant purchasers and one as printing and stationery buyer. An assistant stationery buyer does purchasing and also supervises distribution of stationery and other supplies from the central warehouse.

PURCHASING STATISTICS

	1955-1956		1954-1955	
	Purchase Orders	Amount	Purchase Orders	Amount
GENERAL	15,323	$ 5,565,130	14,872	$ 5,384,340
EDUCATION	5,742	2,485,078	5,697	2,349,927
HEALTH	4,717	1,794,131	4,842	2,086,154
UTILITIES	5,913	4,674,509	5,948	4,441,150
PETTY PURCHASE ORDERS (Not Exceeding $50)	14,210	364,974	14,321	348,845
TOTALS	45,908	$14,883,825	45,680	$14,600,418
CASH DISCOUNTS TAKEN	$32,185 - 94.8%		$27,677 - 96.2%	

EXPENDITURES

A comparison of expenditures for all appropriations (other than those for personal services) with original budget appropriations for 1955-1956:

Account	Budgeted	Expended	Surplus	Deficit
5.311.200.000 Contractual Services	$20,367	$19,229	$1,137	--
5.311.300.000 Materials & Supplies	10,300	11,673	--	$1,373
5.311.400.000 Equipment	528	485	42	--
5.311.812.311 Premium on Official Bonds	10,000	9,486	513	--
5.311.813.311 Premium on Auto Insurance	20,500	18,157	2,342	--
TOTALS	$61,695	$59,032	$4,036	$1,373

REVENUES

A comparison of revenues with revenues estimated in budget for 1955-1956:

Account	Estimated Income	Actual Income	Actual Over	Actual Under
7061 Sale of Documents	$200	$98	--	$101
7062 Minor Sales	3,000	2,553	--	446
7063 Damages	--	282	282	--
7064 Misc. Sales	50	--	--	50
7099 Misc. Revenues	25	--	--	25
7451 Sale of Sludge	15,000	5,329	--	9,670
7621 Sale of Swill, Grease & Bones	13,000	8,104	--	4,895
TOTALS	$31,275	$16,367	$282	$15,189

SALES

Fifty-two sales of personal property unfit or unnecessary for the use of the City and County were conducted in 1955-1956, for a total revenue of $113,211.

Commodities sold were:

Metal Scrap and Salvage	$ 40,893
Motor Coaches, Street Cars and Parts	31,661
Agricultural Sales	9,755
Swill	7,085
Cable Cars	5,547
Type-Setting Equipment	5,000
Sludge (Sewage Treatment Plant)	3,588
Objects of Art	2,361
Railway Crane	1,465
Sacks and Containers	1,243
Tuolumne River Bridge	1,050
Grease and Bones	706
Sand	600
Waste Paper	566
Shetland Ponies	446
Sheep and Wool	438
Traffic Signals, Cable Car Bells and Street Poles	358
Auditorium Chairs	300
Musical Instruments (School District)	143
TOTAL REVENUE FROM SALES	$113,211

Classifiable as "collector's items" were 6 Cable Cars, Cable Car Bells, "Birdcage" type Traffic Signals and various Objects of Art from the deYoung Museum. The sale of Cable Cars received wide attention; the actual sale was broadcast and televised on a national network.

Revenue from swill from City institutions is becoming insignificant because of the discouragement of hog raising in the Bay Area, the state law requiring pasteurization, and the increasing use of garbage disposal units.

The Agricultural Products Sales were for the Water Department and included Alfalfa, Oat, Pasture and Volunteer Hay; Barley; Oats, and Wheat.

A new 5-year contract was entered into in July, 1955, for the sale of Dried Sewage Sludge produced at the Southeast Sewage Treatment Plant.

CENTRAL SHOPS

The Purchasing Department through its Central Shops Nos. 1, 2, and 3, and sub-shops and garages, repairs and maintains all City-owned automobiles, trucks and motor propelled vehicles (except for Public Utilities), mechanical apparatus and machines, fire apparatus, inhalators and breathing equipment, high pressure pumping stations, tanks and stand-by stations, sewage treatment plant equipment, park locomotive and train, merry-go-rounds, Ferris wheels, zoo equipment, hand and power lawn mowers, and other miscellaneous mechanical equipment at schools, Log Cabin Ranch, golf courses and playgrounds.

Repair shops and garages are operated at the following locations:

Central Shop No. 1, 313 Francisco Street
Central Shop No. 2, 2800 Alameda Street *
Central Shop No. 3, 1745 California Street
Central Gas Station, 15th & Harrison Streets
Gas Station & Grease Rack, 2323 Army Street
Park Garage, Golden Gate Park
Hall of Justice Garage, Washington & Kearny Streets
19th Ave., Sub-Station, 2350 19th Avenue
Health Garage, Health Center Bldg., 101 Grove Street
Dept. of Electricity, 264 Golden Gate Avenue
Motorcycle Shop, Southern Station, 4th & Clara Streets
North Point Sewage Treatment Plant, Bay & North Point Sts
Southeast Sewage Treatment Plant, 1800 Jerrold Avenue
Richmond-Sunset Sewage Treatment Plant, Golden Gate Park

* Being moved to 660 Chestnut Street for maximum of 18 months.

The hope has arisen recently that the inadequacy of the City's central repair shops, which has handicapped efficiency and caused delays and high automotive repair costs, is scheduled to be overcome.

Shop No. 1, where Fire Department equipment is maintained and repaired, has become obsolete and inadequate for the larger, longer and more complicated modern apparatus. The shop on Francisco Street was designed for early day small equipment. Aerial trucks are replacing the old City ladder trucks, and when two of the newer pieces of equipment are in the shop at one time everything is blocked.

Three floor levels are a handicap. Equipment has to be moved into the street to be taken from the repair shop to the paint or blacksmith shop. Lack of dead storage space keeps pits

tied up when apparatus is torn down and waiting for parts, which may be for several weeks, as it is normal for some fire apparatus to be quite old before it has worn out. It is essential to proper maintenance of Fire Department apparatus that Shop No. 1 be replaced by a lay-out of modern, adequate facilities.

Shop No. 2, which maintains automotive equipment for the Public Works and other departments, is being moved from its very poor housing on Alameda Street to a temporary location at 660 Chestnut Street, where it will occupy structures recently abandoned by the Scavenger Association for modern automotive storage and repair facilities.

The Alameda Street Shop 2 site and the Public Works Department's old asphalt plant have been sold for $230,000, which amount is available for construction of the first unit of consolidated central shops which ultimately will bring Shops Nos. 1, 2, and 3 together. A City-owned location is available for the centralized operation on surplus land acquired for the Southeast Sewage Treatment Plant, adjacent to the site for the new Department of Electricity offices and plant. Preliminary layout has been prepared.

Greater efficiency, less delay in repair of equipment, and lower costs of repairs will result from consolidation of the three central repair shops. Shop No. 3, which maintains Police and certain other automotive equipment, is in a rented building. The three shops are not properly equipped, and they could not all have adequate equipment without costly duplication. Cars and trucks being repaired have to be moved from one shop to another for painting or other work which only one is equipped to do. Supervision and planning of work are most difficult and only Shop No. 1 has a properly operated storeroom for parts and supplies.

An appropriation has been requested to pay for plans and specifications for the proposed consolidated shop facilities. Besides the $230,000 available for construction of the first unit, to house Shop No. 2 when it has to leave its present location, a substantial portion of the cost of the consolidated shops will come from sale of the Francisco Street property and from the saving of rent for Shop No. 3.

Despite handicaps the three shops continue to maintain the City's automotive equipment and carry on the other work for which they are responsible. Major overhauls of motor vehicles continue in all shops as needed. On fire apparatus such complete overhauls are normally good for from four to six years, with minor repairs and adjustments in between. The morale of shops personnel is good, shown by a willingness of the men to do the best job they can with the poor equipment and facilities available.

Police car wrecks are a matter of some concern. During 1955-1956 cars damaged in accidents numbered 60, repair costs totaling $8,379. Twenty-six of the cars damaged in accidents were 1955 and 1956 models.

Expenditures for materials and labor for maintenance of equipment by the Purchaser's shops last fiscal year totaled $644,849.

Shops personnel includes three foreman auto machinists, two sub-foreman auto machinists, twenty-five garagemen, three blacksmiths, four blacksmith finishers, thirty-three auto machinists, one batteryman-electrician, two pattern makers, four car and auto painters, two auto fender and body workers, one leather worker, nine machinists, one chauffeur and one laborer.

INVENTORY

The equipment inventory program for the fiscal year was concerned principally with the Public Welfare and Public Library departments and San Francisco International Airport, all of which were completed. Departments and offices rechecked and brought up to date were the Mayor, Board of Supervisors, Adult Probation and Purchasing Department. A complete recheck was made of the Tax Collector's office and Sheriff's Department due to a change in department heads. Investigation, follow-ups and adjustments were made to the perpetual inventory on missing or stolen equipment. All General Fund Departments now have been fully inventoried.

Many transfers of equipment and supplies were made among departments.

The Inventory Division has checked requisitions for equipment before purchases were made to keep purchases in line with appropriations.

STORES

During the year the nineteen storerooms and warehouses of the Purchasing Department were reorganized and coordinated with a view toward more effective operations.

A new position of Senior Storekeeper was established to effect a closer liaison among the various storekeeping operations. Periodic audits of procedures are being made with the aim of having uniform and efficient procedures at all storekeeping stations.

A new warehouse is being planned by the Recreation and Park Department at Golden Gate Park which will be operated by Purchasing Department personnel. Likewise, a new cement and pipe yard is being planned adjacent to the Army Street Yard of the Department of Public Works which will be staffed by the Purchasing Department.

The Sales - Inventory - Stores Division is staffed by the following permanent civil service personnel:

1 - Supervisor of Equipment and Supplies
1 - Senior Storekeeper
8 - General Storekeepers
16 - Storekeepers
1 - General Clerk-Stenographer
2 - General Clerk-Typists
1 - Laborer

Storekeeping personnel were maintained in the following locations to administer warehousing functions and distribution of City-owned material, equipment and supplies:

Purchaser's Central Warehouse, 15th & Harrison Streets
Shop No. 1, 313 Francisco Street
Hassler Health Home, Redwood City
Laguna Honda Home, 7th Avenue & Dewey Boulevard
San Francisco Hospital, 1001 Potrero Avenue
Recreation and Park Dept., Park Garage, Golden Gate Park
Hetch Hetchy, Mocassin, California
Municipal Railway, Elkton Yard, 949 Presidio Avenue, 24th & Utah Streets, Kirkland, North Point and Powell, Ocean and San Jose Avenues, 17th and Potrero, 17th and Potrero Transfer Room
Water Department Yard, 639 Bryant Street
Department of Electricity, 264 Golden Gate Avenue
Department of Public Works, 2323 Army Street

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides a wide variety of centralized services one or more of which is usually required in the normal functions of a city department. The Bureau's operation eliminates unnecessary duplication of equipment and of the employment of specialized personnel by the various departments.

At the present time the Bureau occupies three locations in the City Hall. However, consolidation of two of these is present-

ly under consideration. Such a move, if made, will increase the efficiency of the Bureau's operations and provide for improved service to the departments. The services provided by the Bureau and the present locations in which they are housed are as follows;

(1) Blueprinting Section is on the fifth floor of the City Hall and is equipped to process Blue Prints, Van Dyke Prints, Cloth Prints, Duplicate Tracings, Dri Prints, Vellums, etc. (To be moved if possible to the basement, adjacent to duplicating and photography.)

(2) Tabulating Section is in Room 158 on the first floor of the City Hall and is equipped to process all types of IBM Machine Accounting.

(3) Other Services--Photography, Photostating and Duplicating--are in Room 50 in the basement of the City Hall.

The Bureau has 24 permanent employees and the volume of work performed during the past fiscal year amounted to $173,664--an increase of $6,628 over the previous fiscal year. The regular staff of employees is augmented by temporary employments during peak periods.

In order to forestall interruption of work for the departments served, a program of replacement and modernization of obsolete equipment is each year given careful consideration. During the last fiscal year an ammonia process dri print machine was replaced in the blue print section to provide improved service of this type. During the present fiscal year, tabulating equipment that has been in use for over sixteen years will be replaced with more modern and efficient machines.

CIVIL DEFENSE

The Purchaser of Supplies is Chief of the Procurement Division of the San Francisco Disaster Council and Corps. Key personnel participated during the year in practice exercises and drills.

B. G. Kline

B. G. KLINE
PURCHASER OF SUPPLIES

SAN FRANCISCO
PURCHASING DEPARTMENT

ANNUAL REPORT

1956 – 1957

This report is missing

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

1957 - 58

September, 1958

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

September 18, 1958

Mr. Chester R. MacPhee
Chief Administrative Officer
289 City Hall

Dear Mr. MacPhee:

Herewith is the annual report of the Purchasing Department as requested by His Honor, Mayor George Christopher. The report covers the fiscal year 1957-58, ended June 30, 1958.

This is the third annual report made by the present Purchaser of Supplies and will be his last due to his scheduled retirement next April 1.

The three reports reflect the progress made toward better performance on the part of the Purchasing Department. It is anticipated that with the fine spirit shown by department personnel during the last year, and the continued improvement in techniques worked out in practice and staff conferences, the progress will continue.

Just as purchasing is becoming recognized more and more in private business and industry to be a key to profits, it should be recognized in local government as a means of keeping costs within tolerable limits. The aim of the Purchasing Department is to procure materials, equipment and services meeting required standards of quality and serviceability at competitive prices. The cooperation of requisitioning departments is essential if the aim is to be closely approached.

I feel that it is mandatory that I ask for additional employments in the Storekeeping Division at an early date. In that division, as you will note from the attached report and from a supplemental appropriation request soon to be submitted, increased alertness and proficiency are offset to an extent by a shortage of personnel that hampers the important task of receiving, safeguarding, accounting for anddistributing supplies and equipment.

I express my thanks to you for your confidence in retaining me in the position of Purchaser of Supplies, and my gratitude to Mr. T. A. Brooks, who retired as Chief Administrative Officer June 30, for his never failing help and support.

Very truly yours,

B. G. Kline
Purchaser of Supplies

September, 1958

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

While it continued to improve its performance, the Purchasing Department last fiscal year transacted more business, measured by dollar volume, than in any previous year since the city's centralized purchasing system was set up under the new charter in 1932.

The total volume of purchases was $21,592,580, compared with $15,580,110 in 1956-57 and $14,883,825 in 1955-56. The increase was due to heavy purchases for the Public Utilities Commission and to the general expansion of local government activities. An almost unbelievable variety of articles, commodities and services is included in the total. Purchase orders totaled 44,744.

Prices were not an important factor in the dollar volume increase, as generally they remained fairly steady for things the city purchases. The recession brought lower prices in many cases where the Purchasing Department was able to avoid proprietary purchases and through non-restrictive specifications to develop competition, thus offsetting some price increases.

The Department purchases materials and supplies, equipment and contractual services for all departments of the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments except Public Utilities and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

The year was marked by further improvements and standardization of purchasing procedures and practices, the beginning of actual construction of new Purchaser's Consolidated Shops, and a definite tightening up on inspections of materials and equipment received.

BUYING DIVISION

Improved specifications were developed for fire hose, various types of flour, floor finishes, dormitory beds, school furniture, electric driers (hand and hair), and target arrows for City College, a minor item but one that had been troublesome in the past.

Prior to developing the new fire hose specifications, with the full cooperation of the Fire Department, purchase of 22,000 feet of 2 3/4 inch double jacketed cotton hose was made by use of the old specifications combined with a deviation clause which permitted some departures from the technical details of manufacture so long as the hose met strict performance standards and tests. Making competitive bids possible resulted in a saving on one order of an estimated $13,500. Similar savings will be made on future orders due to the improved, non-restrictive specifications.

Specifications for Fire Department triple pumpers were similarly opened up, permitting competitive bids. The accepted low bid was $22,925 per unit, against $25,999 per unit for the only make that could have met the restrictive specifications. The pumper accepted is a product of a leading manufacturer of fire fighting equipment. The indicated savings on the six units was in excess of $19,000. Savings will be repeated in future years if open specifications assure competitive bidding.

New term contracts entered into included floor wax, diving service for the Coroner (to recover drowned bodies from the bay), gymnasium floor sealers and finishes, sound system maintenance in Civic Auditorium, photocopy paper and supplies, and fresh fruits and vegetables.

Placing of perishables under competitive bidding was a departure from all past practice. Heretofore fresh fruits and vegetables have been purchased for the various institutions against blanket monthly purchase orders distributed without competitive bidding among a number of suppliers. Quality was not specified, nor pricing method provided for.

Under the new procedure bids are requested on supplying US Grade 1 commodities at a bid discount from prevailing prices for merchandise of generally good merchantable quality; prevailing prices are determined from the daily Federal-State market news reports. A contract was entered into for San Francisco Hospital with a reliable supplier at 15 per cent below prevailing prices, an excellent discount considering that the reported daily prevailing prices are for merchandise picked up at the Wholesale Produce District, whereas city perishables are delivered to the institution. (After the end of the fiscal year, prior to preparation of this report an 18-month contract based on an 18 per cent discount was entered into with a large, reputable supplier for Laguna Honda Home and Hassler Health Home.)

On the basis of the limited experience thus far it is indicated that the city will save 25 to 30 per cent on the purchase of perishables under the new system, or in the neighborhood of $20,000 to $25,000 a year, and receive commodities of a uniform high quality.

The list of proprietary articles, which under the Purchasing Procedure Ordinance may be purchased without competitive bids, was revised for the first time in many years. The list in accordance with the ordinance was approved by the Chief Administrative Officer and filed with the Controller. The items were quite strictly limited, as may be noted in the Purchaser's letter to the Controller in the appendix hereof.

Stricter practice with regard to competitive bidding, as against brand name buying, has become more acceptable to requisitioning departments as cost savings have become evident and as Purchasing personnel has shown an increasing concern over and knowledge of the quality and usefulness of materials and equipment required by using departments. Standardization of materials and equipment in common use by various departments has become well accepted.

Efforts are being made to correct some misunderstandings with requisitioning departments with regard to specifications and rush orders. Some specifications submitted describe in detail a particular make or brand of article desired rather than specifying what is desired and listing required characteristics, with or without a make and model number to denote desired quality. Restrictive specifications have had to be rejected or revised.

Some department's specifications have had to be revised because they contained bid conditions and oth r material that properly belongs, if used at all, in the Purchaser's Contract Proposal rather than in the specifications. Efforts continue to be made toward a mutual understanding on this problem.

The Purchasing Department regularly handles such emergencies as breakdowns of equipment, immediate requirements due to storms or other emergencies, and urgent needs due to unforeseeable conditions, but is not staffed to handle all purchase requisitions as though emergencies existed. At times, it appears to the Purchasing Department, the urgency of a requisitioning department's needs is due to oversight or failure to plan ahead. It is not always practicable to drop other work and expedite such purchases.

Relations with suppliers were good despite a more pronounced desire for city business, due to the recession, than in many prior years. Bidders who have had complaints have been convinced that the same rules apply to all. It is felt that suppliers are satisfied as to the Purchasing Department's fairness. No bidder is denied a patient hearing in case of a misunderstanding. Greater insistence is being made with regard to promised delivery dates.

Additional commodities were placed on a monthly definite quantity proposal basis in the interest of efficient and orderly purchasing. They included paint and painters' supplies, plumbing materials and supplies, electrical materials and supplies, (other than those under term contract), dry goods and wearing apparel, athletic supplies and recreational equipment, and food products. Notices to requisitioning departments in that regard are contained in the appendix to this report.

A new technique that was inaugurated and is proving helpful was the extension of definite quantity contracts to cover occasional recurring purchases during the fiscal year. The new procedure eliminates the necessity of calling for bids on isolated items after the city's main requirements for the year have been contracted for, and obtains quantity prices for additional individual units later required. The technique has been applied for example to automobiles and office equipment and furniture.

Continued efforts are being made to develop standards for commodities in use by various departments through cooperation of Purchasing and requisitioning department personnel. A successful example last year was heavy duty motor

oil. As a result of work by a buyer from this office, the Superintendent of Shops, Purchasing Department, and the Superintendent of Equipment, Municipal Railway, the specifications for heavy duty motor oil were improved, and the number of classifications on the term contract was reduced from five to one and the number of items from 11 to two. The price range had been 31.2 to 50.5 cents per gallon; the new term price is 33.4 cents for a standard high quality oil. The city is benefitting from the strict quality standard and the better quantity price through competitive bidding.

The Purchasing Department suggests alternate standards or types of material to using departments whenever it sees the possibility of obtaining better buys without sacrifice of quality. An example last year was a suggestion that resulted in a saving of $12,844 in the purchase of centrifugally cast instead of pit cast high pressure water pipe for the Department of Public Works. The specifications were changed only with the approval of the Public Works Department after careful research and study.

Some unusual purchases last year were:

Removing and impounding vehicles--new contract for three years for towing and storing automobiles from tow-away zones, in front of driveways, or other places where they are illegally parked;

Turbines and related items for Hetch Hetchy's Cherry Valley generating station, $2,427,240; contract contains an escalation clause based upon government statistics;

Transmission towers for the Cherry Valley project, $366,645;

Short wave radio system for the Police Department, $228,795; contract based upon specifications prepared by the Department of Electricity, which will operate and maintain the system; Allen B. Du Mont Laboratories received the award.

INSPECTIONS

The activities of the department's storekeeping personnel are covered in a separate section of this report, but it is fitting to mention here the great improvement in morale and proficiency of the storekeepers and general storekeepers during the last year and the excellent work that has been done in inspecting materials and equipment received for the departments they serve. It is well recognized now that ordering is only half of a purchase transaction; the other half, just as important, is to make sure the city receives the quality and quantity ordered.

Except where Purchasing Department personnel operates central stores receiving departments have the responsibility of checking deliveries against orders and specifications.

The Purchaser of Supplies takes this opportunity to thank the administrative and supervisory employes who report directly to him, and the entire staff of the Purchasing Department, for their loyalty, cooperation and alertness. Reporting directly to the Purchaser of Supplies were:

Frank Conway, Chief Assistant Purchaser of Supplies; A. W. Petan, General Superintendent of Shops; James E. Leary, Supervisor of Equipment and Supplies; George Stanley, Supervisor, Reproduction and Tabulating Bureau; W. W. Lewis, Senior Assistant Purchaser of Supplies; and James Brackett, Head Clerk.

Present assignments of personnel of the Purchasing Department are as follows: Central Office and Purchasing Division, 44, including four supervisory employes, seven assistant purchasers (buyers) one printing and stationery buyer and one assistant stationery buyer; Sales, Stores and Inventory Supervisor's Office, 5; storekeeping, 39; Central Shops, 91; Tabulating and Reproduction Bureau, 24; total 203.

The Purchaser of Supplies took an active part in the annual meetings of the National Institute of Governmental Purchasing and the California State, County and Municipal Purchasing Agents' Association.

SALES, INVENTORY AND STORES DIVISION

SALES

Thirty-five sales were conducted in 1957 - 1958. Total revenue from sales was $96,517.29. All sales were of personal property, unfit or unnecessary for the use of the City and County of San Francisco and were made underthe authority of Section 88 of the Charter.

Some unusual personal property disposed of this year included such "collector's items" as Merry-Go-Round Organs from Golden Gate Park and Fleishhacker Zoo, "Birdcage" type Traffic Signals and various Objects of Art from the de Young Museum. Other unique sales disposed of a Baseball Back Stop, Church Windows, a Map of San Francisco and wool from the Golden Gate Park Flock.

The sale of Agricultural Products conducted for the Water Department was broken down into four individual sales, held as each crop ripened - 285.609 tons, netting $7,049.30.

The sales program again included the sale of passenger automobiles which heretofore had been traded in on the purchase of new cars. 102 automobiles were sold and the results were quite satisfying, returning to the city, we feel, more value than could be experienced by "trade in" procedure.

Besides conducting sales, the Sales Division has made considerable research into various legal aspects affected by different sales, has made all preliminary surveys and inspections, prepared all information and specifications, collected and deposited all money received from sales with the City Treasurer, and kept all records and correspondence attendant to sales.

INVENTORY

The equipment inventory program for the fiscal year, 1957 - 1958, was concerned principally with the following departments, some of which were resurveyed completely or spot checked:

Planning Commission, Public Administrator, Chief Administrative Officer, International Airport, Laguna Honda Home, Purchasing Department, Recreation and Park Department and general Automobile Inventory.

Other miscellaneous departments had most of their new equipment tagged and labeled this year. Investigation, follow-ups and adjustments were made to the perpetual inventory on missing or stolen equipment in accordance with standard procedure.

This Division supervised the moving and transferring of equipment for several departments during the fiscal year including Shop 2, Purchasing Department, from 660 Chestnut Street to the Palace of Fine Arts; Shop 3, Purchasing Department, from 1745 California Street to the Palace of Fine Arts; Department of Electricity, from 264 Golden Gate Avenue to 1745 California Street; the Employe's Retirement System, from McAllister Street to the Civic Auditorium; Bureau of Traffic Engineers, from the City Hall to McAllister Street; Bureau of Plumbing Inspection, from 101 Grove Street to Second Floor, City Hall. Many other smaller moves were effected for miscellaneous departments.

Through the Equipment Inventory Division surplus equipment discarded by various departments, no longer suited for their use, was rehabilitated, scrapped or sold. Rehabilitated furniture and equipment valued at $9,212 was returned to use in other departments.

Permits for the operation of vending machines on city property, in accordance with Ordinance No. 6562, were kept current, necessitating close cooperation with the California State Department of Rehabilitation. Additional vending machines and new locations were added as requested and approved.

Since January, 1957, the automobile control desk has been a responsibility of this division. The inventory was placed on IBM cards, providing a more practical, comprehensive and flexible system in dealing with the acquisition, assignment, licensing, insurance and disposition of the city's automobile fleet.

Personnel shortage has hampered inventory work, although the perpetual inventory source material was maintained in the files. There is a backlog of work locating, identifying, labeling and subsequent tabulation for inclusion on IBM cards, the equipment in the various departments.

We will resume our inventory duties when our schedules provide the necessary time or when it is possible to suspend work on other equally important projects or when it is essential that departmental inventories be taken.

The Inventory Division, during the past year, has been a source of help to various cities and communities in the State and Nation, in providing them with a manual of procedure and sitting in on educational conferences in the practical application of our manual to their systems.

STORES

Uniform and systematic procedures have been inaugurated or improved upon in the Storekeeping Division, including a rigid program for the inspection of material and supplies received. This activity has resulted in many rejections of supplies not meeting the standards, weights or specifications required by the purchase orders. A more comprehensive control on blanket order purchases and purchases at the institutions has also been effected.

Good progress has been made toward the complete integration of the storerooms into the Purchasing Department. Heretofore hospital porters served in a storekeeping capacity at Laguna Honda Home and San Francisco Hospital.

Following a Civil Service Commission survey 8 Porters and 2 Sub-foreman Porters were returned to the institutions for duty within their classification and 5 Storekeepers replaced them in jobs that were within the storekeeping classification. This resulted in a more orderly operation of the storerooms.

A position of General Storekeeper was created in the Sheriff's Department to handle the requisitioning, ordering, receiving, distribution of materials, supplies and equipment for all the county jails replacing a bookkeeper and clerk. It is hoped that further savings may be made in the Sheriff's budget by placing another storekeeper at the jails to take over storekeeping duties now performed by two higher priced jailers.

The vacation season has worked a hardship on our Storekeeping Division inasmuch as there is not adequate personnel for relief, nor is there any flexible arrangement or relief of employes due to sick leave. One extra position of storekeeper is needed to cover such inadaquacy.

The Single Men's Rehabilitation Center at Redwood City, under the Public Welfare Department, has continued to render assistance to the Purchasing Department in rehabilitation of furniture and office equipment.

The Stores Division is facing a definite expansion program. New and modern storekeeping facilities have been installed at Laguna Honda Home; the Golden Gate Park warehouse will be completed this winter; new and enlarged storerooms will be included in the new Consolidated Shops now being built; new warehouses are proposed at the Department of Public Works yard, at the new Hall of Justice and at San Francisco International Airport.

The morale of the Stores Division is at a high peak since the reorganization of the Division. Regular staff meetings are held for the discussion of subjects pertinent to our operations. A very successful safety program has been inaugurated and a representative of the Storekeepers is in regular attendance at the periodic local meetings of the National and State Safety Council.

All General Storekeepers have been encouraged to visit plants and read trade publications to broaden their knowledge on storekeeping subjects. They registered for and attended the Western Packaging & Materials Handling Exposition, held this year at the Civic Auditorium.

PERSONNEL

The Sales - Inventory - Stores Division is staffed by the following permanent civil service personnel:

1 - Supervisor of Equipment and Supplies
1 - Senior Storekeeper
1 - General Clerk-Stenographer
2 - General Clerk-Typists
9 - General Storekeepers
29 - Storekeepers
1 - Laborer

The following locations are staffed and operated by stores personnel.

Main Office	Room 221, City Hall
Central Warehouse	15th and Harrison Streets
Sub-stores	Room 5, City Hall
Fire Dept. Central Stores	313 Francisco Street
Water Dept. Central Stores	639 Bryant Street
Dept. of Public Works Central Stores	2323 Army Street
Hetch Hetchy Central Stores	Moccasin, California
Health Department	
Central Stores	S. F. Hospital, 22nd St. & Potrero Avenue
" "	Laguna Honda Home, 7th Ave. & Dewey Blvd.
" "	Hassler Health Home, Redwood City, California
Public Welfare Dept. Central Stores	Single Men's Rehabilitation Center, Redwood City
S.F. International Airport Central Stores	S.F. Int'l Airport, South San Francisco, Calif.
Recreation & Park Dept. Central Stores	Golden Gate Park Yard - 3rd Ave. & South Drive
Dept. of Electricity Central Stores	264 Golden Gate Avenue
Municipal Railway	
Central Stores	24th and Utah Streets
" "	Hampshire and Mariposa Streets
" "	Geary and Presidio
" "	Kirkland Yard
" "	575 Ocean Avenue
" "	Geneva and San Jose
Transfer Room	Hampshire and Mariposa Streets
Storage Yard	Elkton Station
Sheriff's Department General Stores	County Jails, San Francisco & San Mateo Counties

CENTRAL SHOPS

The Purchaser's Central Shops, responsible for equipment maintenance for the various departments of the City and County, and as requested for the Unified School District, had a busy year under somewhat trying circumstances.

Originally budgeted funds for departments served were insufficient for the maintenance and repair of the automotive and other equipment for which the shops are responsible, and various departments had to obtain supplemental appropriations or transfers. The work force is about equal to the work that has to be done, but the funds originally appropriated for a fiscal year normally are not sufficient to meet the payroll for 12 months.

The inadequacy and scattered locations of the shops have been described in previous reports; during the year under review the situation was complicated by the necessity of moving Shop No. 2, which maintains equipment for Public Works and other departments, from its temporary location at 660 Chestnut Street to the Palace of Fine Arts, which has adequate space, but is lacking in pits, hoists and other facilities and is slightly exposed to the weather--and pigeons.

To save rent and begin the actual consolidation of the Purchaser's Shops, Shop No. 3 was moved from a leased building at 1745 California Street to the Palace of Fine Arts, which of course will only be occupied until the new Consolidated Shop Buildings in the South-East section of the city are completed. The new shops are under construction at a total cost of about $1,000,000 and are expected to be ready for occupancy next spring. For the first time since the 1931 charter consolicated the Central Shops on paper, they will be consolidated actually and physically.

Important economies and efficiencies are expected to result.

The Central Shops maintain about 1200 motor vehicles of all types, not including those of the Recreation and Park Department, which are repaired and serviced by Purchasing Department shop personnel in Golden Gate Park. Fire, Police and Public Works cars, trucks and special equipment comprise the bulk of the repair work, followed by Public Health, Welfare, the Sheriff and other departments.

Activities of the Shops are of a never ending variety, including inventions, improvizations and manufacturing. A trailer dolly for hauling disabled three-wheel motorcycles for the Police Department, a coin dryer for the Parking Meter Section of the Tax Collector's Office, and a vacuum easel for use in microfilming documents in the Reproduction Bureau are a few special jobs.

The car and tender trucks on the train at Fleishhacker Playground started to fall apart sometime ago. New ones made by the Central Shops of steel and old Ford front coil springs, with ball bearings installed in the wheels and one wheel left free to differentiate on the curves are doing an excellent job and have eliminated friction to the point that the locomotive could haul an additional car without strain.

Expenditures for materials and labor during the fiscal year totaled $700,875, as against $709,202 for the previous year, as follows:

SHOP NO. 1

WAGES (130)	CONTRACT SERVICES (200)	MATERIAL (300)	FIXED CHARGES (800)	P & L (110)	TOTAL
		(Budget Transfers)			
233,119.00	51,670.00	94,534.00	3,245.00	15,129.00	397,697.00
		(Work Orders)			
23,062.00	1,118.00	5,361.00	2,931.00	1,611.00	34,083.00
256,181.00	52,788.00	99,895.00	6,176.00	16,740.00	431,780.00

SHOP NO. 2

		(Budget Transfers)			
181,631.00	14,975.00	57,941.00	6,353.00		260,900.00
		(Work Orders)			
5,719.00	-0-	1,766.00	710.00		8,195.00
187,350.00	14,975.00	59,707.00	7,063.00		269,095.00
				Grand total	700,875.00

Funds for equipment maintenance and repair are provided by appropriations to the various departments and transfers to the Purchasing Department and to a less extent by Work Orders for special jobs.

Besides the motor propelled vehicles, the Central Shops, sub-shops and garages are responsible for the maintenance and repair of Fire Department inhalators and breathing equipment, two high pressure pumping stations, tanks and stand-by stations, equipment on the fire boat Phoenix, communications stand-by plant at the Youth Guidance Center (CD), five engine driven sirens (CD) and 19 auxiliary CD fire trucks.

The Third Street Channel Bridge, equipment at the three sewage treatment plants, Park equipment (locomotive and train, merry-go-rounds, ferris wheels), zoo equipment, parking meter collection cans and carts, golf course and playground equipment, park sludge pumps and sprinkler equipment, and miscellaneous machines and mechanical equipment for various departments, including schools.

In last years report attention was called to the fact that the Bureau of Street Repair, Department of Public Works, has no spare equipment. The situation still exists. As a consequence the shops are overloaded with emergency jobs and no proper maintenance can be done because the equipment has to be rushed back into service. This works a hardship on both the shops and the using department, and is an unsatisfactory and expensive way to operate.

The shops personnel consists of the following classifications under the direction and supervision of a General Superintendent of Shops:

3 - M-55 Automotive Machinist Foremen
2 - M-57 Automotive Machinist Sub-foremen
25 - J-66 Garagemen
3 - M-108 Blacksmiths
4 - M-107 Blacksmith Finishers
33 - M-54 Automotive Machinists
1 - E-104 Batteryman-Electrician
2 - A-156 Patternmakers
3 - A-364 Car and Auto Painters
2 - M-60 Auto Fender & Body workers
1 - O-108 Leather worker
9 - M-254 Machinists (1 vacancy at present, no list).
1 - O-1 Chauffeur
1 - J-4 Laborer

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau of the Purchasing Department has 24 permanent employees. The gross amount of work performed during the fiscal year 1957-1958 amounted to $188,867.25, an increase of $9,876.25 over the prior fiscal year and an increase of $21,830.25 over a three-year period. The regular staff of employes is augmented by temporary employments during peak periods.

Service is provided through the use of Interdepartmental Work Orders and Budget Transfers. Approximately fifty city and county departments and major departmental bureaus make regular use of the facilities of the Bureau. This is not surprising as one or more of the wide variety of services provided by the Tabulating and Reproduction Bureau is usually required in the normal functions of a city department.

Operation of the Bureau saves the City and County a considerable sum of money each year as its operation eliminates unnecessary duplication of equipment and the employment of specialized personnel by many departments who have need for the service but do not have sufficient volume of work to justify full time employments.

Functions of a continuing or recurring nature performed by the Bureau are: IBM processing of traffic citations for the Municipal Court and Police Department; sales and license tax accounting for the Tax Collector; hospital records for the Health department; reproducing block books for the Assessor, Real Estate, Recorder, Public Works and Tax Collector; annual reproduction of the City and County Budget; blueprinting in connection with the construction and maintenance of City and County Buildings including Schools; photography in connection with construction progress, accidents, claims; and IBM data processing, blueprinting, Ozalid reproductions, offset press work, mimeographing and photography for the various departments.

PURCHASING STATISTICS

	1957-58		1956-57	
	Purchase Orders	Amount	Purchase Orders	Amount
General	16,575	$ 6,645,946	15,672	$ 5,629,872
Education	5,760	2,673,705	5,310	2,586,674
Health	4,620	1,996,584	4,538	1,748,996
Utilities	6,099	9,969,790	5,781	4,258,837
Petty Purchase Orders (Not exceeding $50)	11,690	306,555	12,688	355,731
Total	44,744	$21,592,580	43,989	$15,580,110

SALES FIGURES

Metal Scrap and Salvage	$40,975.26
Motor Coaches, Armatures, Engines & Misc. Parts	15,932.82
Used Automobiles	13,974.36
Agricultural Products	7,049.30
Submarine and College Hill Pipelines	6,257.71
Dried Sewage Sludge	3,463.78
Objects of Art	2,538.92
Grease and Bones	1,123.62
Sacks and Containers	1,054.61
Merry-Go-Round Organs	936.00
Traffic Signals	907.87
Swill	900.00
Boat Engine	450.00
Waste Paper	289.51
Wool	269.60
Baseball Back Stop	110.24
Church Windows	69.68
Map of San Francisco	10.00
Miscellaneous Revenue	204.01
TOTAL REVENUE FROM SALES	$96,517.29

EXPENDITURES

Comparison of Expenditures with original budget for all appropriations except Personal Services for 1957-58:

Account	Budgeted	Expended	Under	Over
Contractual Services 7.311.200.000	$21,430	$22,150		$ 720
Materials & Supplies 7.311.300.000	10,300	11,044		744
Equipment 7.311.400.311	2,996	2,678	$318	
Premium on Official Bonds 7.311.812.311	7,500	8,042		542
Premium on Auto Insurance 7.311.813.311	18,500	18,490	10	
Membership Dues 7.311.854.311	750	755		5
Total	$61,476	$63,159	$328	$2,011

REVENUES

Comparison of Revenues with Estimated Revenues in 1957-58 Budget:

Account	Estimated Revenue	Actual Revenue	Over Estimated	Under Estimated
7061 Sale of Documents	$ 500	$ 1,622		$1,122
7062 Minor Sales	3,375	4,486		1,111
7063 Damages	208	542		334
7064 Miscellaneous Sales		30		30
7451 Sale of Sludge	4,832	3,125	$1,707	
7621 Sale of Grease & Bones	5,922	2,024	3,898	
Total	$14,837	$11,829	$5,605	$2,597

A P P E N D I X

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

March 20, 1958

Mr. Harry D. Ross, Controller
City and County of San Francisco
109 City Hall

Dear Mr. Ross:

The following list of articles which I define as proprietary is hereby filed with you in accordance with Section 107.3 of Part I, Article 2, Municipal Code. This list replaces completely any and all such lists previously filed with you under the code section referred to.

Articles in the categories listed herein will be purchased in the open market, without competitive bids, only when it is determined by the Purchaser of Supplies that there is no acceptable substitute for the make or brand, or particular item, requisitioned and that there are no alternate sources of supply.

Charts

Globes (Geographical)

Maps

Books

Magazines and periodicals

Plays (dramatic)

Works of Art

Music

Tests, Intelligence

Medicines

Medical Equipment

Articles for test purposes

Surgical Equipment and Instruments

Class "D" automobiles

Equipment that must intermember with equipment previously installed

Parts for equipment and systems now in use

Materials and supplies for equipment and systems now in use

Mimeograph ink

Equipment, materials and supplies for instructional purposes

Zoo animals

Very truly yours,

B. G. Kline
Purchaser of Supplies

APPROVED:

T. A. Brooks

Chief Administrative Officer

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

June 2, 1958

To eliminate the waste in repetitious buying, and to give better service to requisitioning departments, the Purchasing Department is inaugurating a system of monthly purchases of the commodity classes listed below. On the basis of requisitions received, bid invitations will be mailed to suppliers on the day of the month following each commodity class:

Dry Goods and Wearing Apparel	10th of month
Athletic Supplies, Games and Recreation Equipment	20th of month
Food and Food Products	Last day of month

Requisitions for items on existing term contracts will be processed upon receipt in this office, and requisitions of unusual nature will be given special handling if required by the amount or character of the materials requisitioned or urgency of the need.

The cooperation of requisitioning departments is requested, especially in planning ahead to anticipate their requirements. It will be helpful if departments will forward their requisitions well in advance, when possible, of dates shown so that any questions regarding their requisitions can be resolved prior to these dates.

Very truly yours,

B G Kline

B. G. Kline
Purchaser of Supplies

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

March 14, 1958

To eliminate the waste in repetitious buying, and to give better service to requisitioning departments, the Purchasing Department is inaugurating a system of monthly purchases of the commodity classes listed below. On the basis of requisitions received, bid invitations will be mailed to suppliers on the day of the month following each commodity class:

Paint and painters' supplies	10th of month
Plumbing materials and supplies	20th of month
Electrical materials and supplies	Last day of month

Requisitions for items on existing term contracts will be processed upon receipt in this office, and requisitions of unusual nature will be given special handling if required by the amount or character of the materials requisitioned or urgency of the need.

The cooperation of requisitioning departments is requested, especially in planning ahead to anticipate their requirements. It will be helpful if departments will forward their requisitions well in advance, when possible, of dates shown so that any questions regarding their requisitions can be resolved prior to those dates.

Very truly yours,

B G Kline

B. G. Kline
Purchaser of Supplies

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

September, 1959

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

September 8, 1959

Annual Report
Fiscal Year 1958-59

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1959 is herewith respectfully submitted.

This report reflects in a great measure the fine work of the Department under Mr. B. G. Kline who retired as Purchaser of Supplies on March 30, 1959. The policies initiated under Mr. Kline on commodity buying on term contracts and on competitive bidding have resulted in material savings to the City.

The new Consolidated Shops at 800 Quint Street, initiated under Mr. Kline, were completed in June 1959 and the move from Shops 1, 2 and 3 to the new location started that month. It is expected that better and more efficient service will be rendered with these new and expanded facilities.

During my short tenure I have become increasingly aware that the shortage of storekeeping personnel adversely affects the proper receiving, safeguarding accounts, and distributing of materials and supplies. Additional personnel for these functions must be obtained to protect property and for efficient operations.

The following statements on the activities of the Department for the past fiscal year answer the specific inquiries of the Mayor to all departments, dated August 15, 1959.

1. The new Consolidated Shops, representing an expenditure of about $950,000, were completed by contract under the Department of Public Works on June 1959.

2. Recommendations on the activities of the Department, as stated in the Annual Report include:

   (a) Reorganization of the Department to provide for better functional and personnel control.

Mr. Sherman P. Duckel
Chief Administrative Officer

September 8, 1959

(b) Establishment of a specification and control section for buying

(c) Additional storekeeping personnel.

(d) Establishment of definite policies on equipment replacement.

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1958-1959 is given in the appendix, Annual Report. Funds for departments activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1958-59 is given in the appendix, Annual Report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the Annual Report.

I wish to take this opportunity to thank you for your confidence in me on my recent appointment and to Mr. T. F. Conway, other bureau heads, and to the employees of the Purchasing Department for their cooperation and loyalty without which the Department could not function as efficiently and as effectively.

Very truly yours,

Ben Benas

BEN BENAS
Purchaser of Supplies

September, 1959

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department, under the Chief Administrative Officer in accordance with Charter provisions, purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments except Public Utilities and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 201 in five bureaus, the same as in 1957-58. The organization of the Department is shown on the Organization Chart in the appendix.

Supervisory - June 30, 1959

Administrative

B. Benas - Purchaser of Supplies - Appointed 4/1/59
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Chief Assistant Purchaser - Bureau Head & Asst. Dept.Head
W. W. Lewis - Senior Assistant Purchaser
A. K. Arnold - Head Clerk

Equipment and Supplies

J. E. Leary - Supervisor of Equipment and Supplies - Bureau Head
H. R. Stevens - Senior Storekeeper

Bureaus - Continued

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head

Shops

A. W. Petan - Superintendent of Shops - Bureau Head
J. Fischer - Foreman Auto Machinist
R. Johnstone - Foreman Auto Machinist
B. Shain - Foreman Auto Machinist

Tabulating and Reproduction

G. A. Stanley - Supervisor of Reproduction - Bureau Head
J. W. Bender - Supervisor of Tabulating

The valued services of the following were separated from city employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
Retired			
B. G. Kline	Purchaser of Supplies	19	4-1-59
J. M. Adams	Auto Machinist	31	3-1-59
H. W. Blagg	Batteryman-Electrician	27	3-1-59
N. H. Pettit	Assistant Purchaser	8½	4-1-59
Died			
O. R. Nicholson	Auto Machinist	14	7-7-58
N. Giradot	Storekeeper	14½	3-21-59

Mr. Ben G. Kline retired as Purchaser of Supplies on April 1, 1959 after 19 years of city service including three years as Purchaser of Supplies. His service and leadership are in a large measure responsible for the present effectiveness and efficiency of the Department. It is expected that continuing and expanding the policies initiated by Mr. Kline will result in better service and material savings.

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus, remained substantially the same as in 1957-1958. Major accomplishments are indicated in the following table:

Bureau	Unit	1957-1958	1958-1959
Buying	Purchase Orders	44,744	44,068
	Amount	$21,592,500	$20,632,000
Equipment and Supplies	Sales Number	35	25
	Sales Amount	96,520	$205,870
	Major Stores Operated	15	16
Shops	Job Orders	6,226	6,559
	Expenditures	$700,875	$705,067
Tabulating and Reproduction	Expenditures-Tabulating	$98,130	$104,180
	Expenditures-Reproduction	$90,740	$97,070

General Comments

Further improvements in standard routine and purchasing procedures and practices continued. A specification and control section was formed for studies which cannot be done by buyers without impairing their work accomplishment. The need for additional personnel for this function is clearly apparent, in view of rapid technological advances in processes, equipment, and materials and supplies.

There is a critical need for 2 General Storekeepers and 5 Storekeepers to meet the Purchaser's responsibilities for adequate control of supplies and equipment for the various departments at the new Park Central Stores, Hetch Hetchy stores, Laguna Honda Home, County Jail, Consolidated Shops, and for vacation relief and inventory. The Bureau should be reorganized to provide more direct assistance to the Bureau Head, more direct supervision of storekeeping and additional personnel for inventory control.

The consolidation of shop facilities at the new Shops, 800 Quint Street, brought out strongly the need for revision in functional control and reclassification of some supervisory personnel. Some equipment in service for many years, now obsolete, should be replaced. A study is being conducted by contract, under the Controller, on fiscal storekeeping and accounting procedures which is expected will result in improvements in these functions.

No changes in number or classification of personnel for Tabulating or Reproduction Bureau are indicated except one blueprint operator should be reclassified to a sub-foreman operator to provide supervision in the blueprint room on the fifth floor of the City Hall. The blueprinting facilities should be relocated to the basement of the City Hall to provide easy access and better control.

Clerical and accounting personnel are now under the separate bureaus. A preliminary study indicates that placing these employments under one head for administrative control gives more flexibility, allows better use, particularily when employees are off for sickness and vacations, and will result in more efficient operations.

STUDIES AND IMPROVEMENTS

Studies and improvements scheduled for the fiscal year 1959-60 include:

I. Studies

A. On departmental reorganization.

B. On review of departmental procedures to:

1. Reduce and simplify forms used

2. Minimize the number of purchase orders issued

3. Decrease time for processing purchase orders

4. Assign or reassign work for greater efficiency

5. Uniform storekeeping systems.

C. On quantity purchasing in relation to usage and stores.

D. On use of Purchaser's Revolving Fund.

E. On replacement of automotive and other equipment.

F. On determination of locations to best service automotive vehicles considering use of credit cards where applicable.

G. On revision of personal car mileage rates.

H. On desirability of city typewriter maintenance versus outside contract

II. Improvements

A. To storage facilities at various locations.

B. To central shops.

C. To main office.

CIVIL DEFENSE

Planning and programming of Purchasing Department Civil Defense activities continued to acquaint all employees with their role in case of alert or attack. Meetings were held with Civil Defense officials and other departments to discuss supply and procurement procedures and practices. A plan of action was formulated including assignment of key personnel to major assembly points, and assignment of others depending on their work and function.

To assure that the Department is adequately informed, to develop proper plans with changing programs and to correlate this Department's activities with others, Mr. Claude P. Webster was assigned as Civil Defense Co-ordinator

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following:

I. Buying - Bids and Awards

A. Preparation of bids:

1. Technical specifications

2. Contractual conditions

B. Advertising and mailing bids

C. Opening and tabulating bids

D. Review and award of bids

1. Determination of suitability of alternate offers

a. Review of specifications and information furnished by bidder

b. Laboratory and operating tests

c. Investigation of use by others

d. Other investigations and analysis

2. Determination of bid compliance with legal and contractual requirements.

E. Preparation of contracts

II. Buying - Related Functions

A. Specifications and control

1. Analysis of records of average use

2. Specifications

a. Development and revision

b. Maintenance of specification file

II. Buying - Related Functions - Continued

3. Inception of new term contracts

a. Determination of desirability

b. Preparation of technical specifications and contractual conditions.

4. Review of:

a. Policies

b. Methods

c. Forms

The Buying Division is headed by the Chief Assistant Purchaser and includes 10 assistant purchasers and a clerical staff of 11 engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

Yearly increases in departmental budgets for articles or services to be procured by the Purchaser with no increase in buying personnel have resulted in delays in buying. Accelerated technical advancement in various fields (such as plastics and electronics) have increased the scope of specification analysis and preparation without corresponding increase in buying personnel, resulting in further delays.

Procedures have been developed and adopted, particularly with respect to equipment purchases that, with the cooperation of using departments, will be of assistance in preparing bid specifications that will be non-restrictive as far as possible to permit of the economical expenditure of public money and at the same time ensure the satisfaction of the justifiable requirements of a using department. Meetings have been held with personnel of various departments to arrive at a mutual understanding of purchasing responsibilities and methods to be used in meeting these responsibilities by mutual cooperation.

It is hoped that all departments will avail themselves of the services and assist the Purchasing Department in developing suitable bid specifications.

Specifications are constantly being reviewed and revised, where desirable, in order that the most suitable articles or services be procured for city use. Suggested changes in or comments regarding specifications are solicited.

Methods of and procedures for internal checks were recently devised and installed which have freed supervisory personnel from the necessity of checking routine buying functions in detail.

A specification and control section has been inaugurated to provide for:

1. Systematic review of specifications, forms and procedures.

2. Analysis of past purchases with a view towards establishing term contracts for articles and services where desirable.

3. Related matters.

Whenever practical term contracts are entered into for various service and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. It is requested that departments notify the Purchasing Department regarding services or articles that might be advantageously purchased for them on a term contract basis.

Continued savings continue to accrue as a result of purchase of fresh fruits and vegetables under competitive bidding. It is intended that renewal of contracts for fresh fruits and vegetables, all of which expire on November 30, 1959, will provide for U.S. Department of Agriculture inspection of deliveries. In addition special requirements of the various using departments not covered in U.S. Grading rules will be provided for within the contract.

The extension of definite quantity contracts to cover occasional recurring purchases during the fiscal year has been satisfactorily expanded to cover many items of equipment used in some quantity by the San Francisco Unified School District.

During the fiscal year 44,068 purchase orders were issued in the total amount of $20,632,011. Detailed analysis is shown in Table No. 1 in the appendix.

Some major purchases during the year included:

Transmission Towers for Cherry Valley Project $436,414

Transformers 2,277,766

Transactions of an unusual nature during the year included:

Photographing of sewer interiors (to detect leaks, faults, etc)

Lease of fare boxes and coin assorters for Municipal Railway.

Rental of television sets for the San Francisco Unified School District (to be used in conjunction with educational program of station KQED).

Rental of Digital computer for Department of Public Works.

Purchase of electronic-sound installation for San Francisco Unified School District to be used in teaching foreign languages.

Purchase of filing system for Health Service System that will permit work to be done on any file adjacent to its file position.

The office is in process of being remodeled and rearranged to provide for the most advantageous placement of personnel including as far as possible, the placing of all buyers in one room (270) so that salesmen will not have to go to more than one office when calling on the Purchasing Department. The office of the Purchaser of Supplies, as a result of the remodeling, will be more accessible to callers. It is expected that the above arrangements will be well received by the public as well as resulting in more efficient internal operation.

An improved organizational set-up recently developed by the Purchaser of Supplies and approved by the Chief Administrative Officer will, when placed in operation with adequate personnel, permit of better service to other city departments and should be of major significance in overcoming heretofore unavoidable delays.

BUREAU OF EQUIPMENT AND SUPPLIES

The Bureau of Equipment and Supplies operates and maintains central warehouses and storerooms in various city departments, arranges the sale of and sells surplus and obsolete personal property belonging to the city, exchanges equipment between departments, maintains a perpetual inventory of all materials purchased for the City & County of San Francisco and makes periodic checks of such property.

Sales Division

Twenty-five sales were conducted during the fiscal year 1958-1959. Sales were made under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales, preparation of sales, inviting interested buyers to bid, the opening and awarding of bids, collecting and depositing of all moneys received from the buyers with the City Treasurer and the keeping of all records of correspondence relative to the sales.

The total revenue from the sales of 1958-59 was $205,874.41. A general breakdown of the sales is as follows:

Misc. metal scrap and salvage	$171,213.31
Railway salvage, motor coaches, parts, engines, armatures, wheels, street cars, etc.	11,258.95
Sheep	2,558.40
Fire Hose	6,177.35
Used Automobiles	3,329.94
Dried Sewage Sludge	3,637.92
Grease and Bones	1,247.14
Agricultural Products	4,235.06
Miscellaneous Sales	2,150.10
Miscellaneous Revenue	76.24
TOTAL REVENUE FROM SALES	$205,874.41

Sales of passenger automobiles which heretofore had been traded in on the purchase of new cars are included in these sales. Forty-one cars were sold, the results of which were quite satisfying, returning to the city more value than could be realized by trade-in procedure.

Inventory Division

The program for this division includes the maintenance of a perpetual inventory of the city's equipment, moving and transfer of equipment, investigation and reporting of missing or stolen property and the transfer of used equipment between the departments.

This division was also concerned with the rehabilitation of surplus equipment discarded by the various departments as no longer suitable for their use. In most cases such discarded furniture and equipment were returned to other departments, thus obviating the necessity for additional purchases, resulting in a relief to the budget. During the past fiscal year the total amount of discarded furniture returned to active use to the city amounted to $18,811.

An important responsibility of this division is the automobile control desk. The entire work of integrating the automobile administration into a central control with the use ofthe IBM system is now complete. This provides a more practical, comprehensive and flexible program in dealing with the acquisition, assignment, licensing, insurance and disposition of the city's entire automobile fleet, valued at $1,112,000. Strict liaison was effected between the Shops, Departments and the State Department of Motor Vehicles.

The Inventory Division during the past year has continued to be a source of help to various cities and communities in providing them with information and manuals of procedure on request and sitting in on educational conferences dealing with the practical application of our manual to their needs.

Stores Division

Uniform and progressive procedures have been inaugurated or improved upon in the Storekeeping Division, including a rigid program for the inspection of material and supplies on receipt of same through purchase orders. It is well recognized

now that ordering is only half of a purchase transaction. The other half, just as important, is to make sure the city receives the quality and quantity ordered. This important activity has resulted in many rejections of supplies not meeting the standards, weights or specifications required by the purchase orders. This innovation has already proved most satisfactory and the results are reflected in a better understanding between the city and the vendors for the public interest. A most comprehensive control on blanket order purchases and purchases at the institutions has also been effected.

The stores division includes sixteen major stores outlets and nine substores. Generally, storekeeping includes ordering, limited purchasing, receipt, inspection and storage - the issuance of all stores, preparation of reports, inventories and general control and security of the storerooms. Due to a projected plan for quantity purchasing that would reflect purchasing savings, the warehouse is being readied for the receipt and storage of quantity shipments in carload lots and other large quantities of such commodities that will reflect a saving by astute quantity buying.

During the past fiscal year the Park General Stores warehouse's new building from the Bond Fund was turned over to the Purchasing Department for operation. It is at the moment operating at about 50% efficiency due to the lack of sensitive facilities. At this time the storeroom is operated by one storekeeper and is being used for the storage of supplies and other items not previously inventoried as stock items and for other functions. If and when additional help in the form of a General Storekeeper is allowed, the storeroom operation will be augmented by the Recreation supplies inventory now at Central Warehouse and the operation will encompass the entire scope of Park Stores.

Central Warehouse has continued to progress in rendering a better service for all departments. This facility is the central point of distribution and also serves as a depot for various departments for lot shipments. The Central Warehouse provides a local delivery point for those city departments and agencies in the outlying districts and out of town thus providing buyers not only with a storage area but also effecting savings in delivery and freight charges to the city.

General

The Bureau of Equipment and Supplies has a definite plan worked out in conjunction with the Disaster Corps and are ready to put same into effect immediately, if and when a catastrophe strikes.

The Bureau has a successful safety program which has reflected its value in a minimum loss of time due to accidents. A representative of the storekeeping department is in regular attendance at the periodic local meetings of the National and State Safety Counsel.

Regular staff meetings are held for the discussion of the operation of our Bureau and many constructive suggestions, which have had their origin in these meetings, have blossomed into standard procedure not only in this bureau but have been incorporated into departmental and city wide procedures.

The Bureau conducted surveys, audits, educational programs and has made routine changes in personnel with a view toward more efficient, economical and practical administration of the Division.

Much favorable publicity has been given to the city by the daily press, radio and TV, locally and nationally, trade and national magazines, in connection with our sales program.

The stores has effected the move of the General Stores from Shop No. 1 on Francisco Street and Shops No. 2 and 3 at the Palace of Fine Arts to the new Consolidated Shops at Quint and Jerrold Streets, and a survey is under way at the moment to coordinate and consolidate the stores activities of these three former shops into one general store. We also effected a move of the old Park Storeroom to the new and more spacious warehouse at Golden Gate Park.

BUREAU OF PERSONNEL & ACCOUNTS

This Bureau under a Head Clerk with 15 clerical personnel, has charge of budgetary and personnel functions, processes purchase orders, checks and transmits invoices to Controller for payment, sells Charters, codes and other documents and procures official bonds for officers and employees.

During the fiscal year 33,080 "regular" purchase orders in amount of $20,354,054 and 10,988 "petty" purchase orders amounting to $277,957 were processed. Table No. 1 in the appendix shows the work accomplished in detail.

Sales of Charters and codes amounted to $6,084 and sales of other documents amounted to $1033.

The feasibility and methods for reducing the number of purchase orders processed is being studied.

A new position of Senior Clerk is urgently needed for additional supervision, to perform other work, and to act for the Head Clerk in his absence.

Statistics showing comparison of expenditures with budget allowances and comparison of revenues with estimated revenues are shown in the appendix on Table No. 2.

BUREAU OF SHOPS

The Bureau of Shops at 800 Quint Street and at other locations as detailed below maintains and repairs all City and County automotive equipment (except that of Public Utility Commission departments) Fire Department pumping stations, tanks and standby stations, fire boat equipment, breathing apparatus, specialized equipment at prisons, county jail and Log Cabin Ranch School, pumps for county jail water supply, sewage pumping stations and plants, Third Street and Islais Creek bridges, Park locomotive and train, playground and zoo equipment, heaters and blowers, hand and power mowers and other miscellaneous equipment. About 1400 cars, trucks, and other engine driven equipment are repaired annually.

Shop personnel consists of the following:

1	M-8	General Superintendent
26	J-66	Garagemen
33	M-54	Automotive Machinists
3	M-55	Foremen Automotive Machinists
2	M-57	Sub-Foreman automotive machinist
2	M-60	Fender & Radiator men
3	M-107	Blacksmith finishers
3	M-108	Blacksmiths
9	M-254	Machinists
2	A-156	Patternmakers
3	A-364	Car & auto painters
1	O-1	Chauffeur
1	O-108	Leather worker

Operations are conducted at the Central Shops and at the following locations:

Central Warehouse
19th Avenue, Street Cleaning Yard
Health Garage
Department of Electricity
Golden Gate Park Garage
Police Garage & Motorcycle Shop
Golden Gate Park Garage
Army Street Yard
Richmond-Sunset Sewage Plant
North Point Sewage Plant
Southeast Sewage Plant
Police Garage

During the year two new shops were completed - at 800 Quint Street, replacing Shops 1, 2 and 3 - and in Golden Gate Park. The new facilities designed for efficient operation replaces old, poorly designed, cramped structures.

The move to the 800 Quint Street location during June was accomplished with a minimum of service interruption by careful advance planning.

Originally budgeted funds for departments served were insufficient for maintenance and repair of automotive and other equipment for which this bureau is responsible. Some departments had to obtain supplemental appropriations or transfers. The work force is inadequate for the work that should be done but funds originally appropriated are insufficient for additional employments. The situation is further complicated by the fact that there is a backlog of work on July 1 as a result of insufficient departmental appropriations. In addition, the number of vehicles to be maintained for most departments is steadily increasing - as an example the expanding of the school driver-training program.

A proposed organization set-up which does not increase the total personnel but does provide for much needed supervisory personnel has been developed and approved in principal by the Chief Administrative Officer. This reorganization, when put into effect, will permit adequate supervision of all areas of the bureau's operation and will include an assistant to the Superintendent of Shops to act in his absence and share his administrative duties.

Changes made in operating procedures as a result of the consolidation will result in more efficiency and lower costs as:

Automobiles of all departments will be repaired separately rather than with trucks. This will result in mechanics becoming more efficient and cars will be kept cleaner.

The hose storage and repair are separated from the storeroom.

The sheet metal shop has been separated from the paint shop.

The paint shop is no longer a storage area for fire apparatus, trucks and ladders.

Wood working, pattern and ladder shop is in a separate section and not with machine shop equipment.

Aerial trucks, which take up considerable room, are now housed and repaired in a section separate from the regular fire truck repair shop.

Greasing, washing, steam cleaning, and gas station each have their own sections separate from the shops, and easily accessible from the ample driveways.

Parking sheds have been provided for dead storage of cars and trucks waiting repair or ready for delivery.

Consolidation will also effect a saving on shop equipment through the elimination of duplication by using a common centrally located machine shop. Most of the machinery is old although not necessarily worn out. A few of the machines have still to be motorized, having formerly been belt driven. The best of the machinery has been installed, some is being replaced through the current budget, and other worn out or duplicate machinery will be replaced in the future or sold as obsolete and no longer needed.

The old method of changing truck tires through the use of tire irons and sledge hammers will soon be eliminated by the new truck tire changer now on order.

New lockers and 38 new steel work benches were purchased out of a supplemental appropriation and proper locker and sanitary facilities were built into the new plant. An employees' lunch room has been provided and cigarette and soft drink vending machines have been installed, making it unnecessary for employees to leave the plant.

Further studies are being made toward improvement of operations and elimination of unnecessary paper work or duplication of effort.

Additional storeroom space is needed and will be requested in the coming budget. This can easily be accomplished by the addition of a 12 foot mezzanine around three sides of the west storeroom.

A program of preventive maintenance would be desirable and eventually save considerable time and money, but due to the unusual work load and shortage of workers such a program is not feasible at this time. The situation is further complicated in some departments by the lack of spare equipment.

At Shops 1, 2 and 3 - 6,599 jobs were completed during the year as against 6,226 during the fiscal year of 1957-58.

In addition many small jobs such as minor adjustments were done.

Shop expenditures are given in the appendix on Table No. 3.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides a centralized service available to all City and County departments in machine accounting (IBM), blueprinting, photography, photostating, and duplicating which includes mimeograph and offset printing. The Bureau has saved the City and County many thousands of dollars by eliminating unnecessary duplication of specialized equipment and the employment of trained personnel in its operation. At the present time there are over fifty city departments that make regular use of the services provided. During the last fiscal year the volume of work processed for city departments totaled $201,253.27. This was an increase of $12,386.02 over the previous fiscal year.

The Bureau is administered by a Supervisor of Tabulating and Reproduction. He is assisted by a Supervisor of Tabulating, a Photographer, and an Account Clerk who does the accounting, requisitioning, and related paper work.

Tabulating Section - Room 158, City Hall

Personnel

1 Supervisor of Tabulating
1 Senior Tabulating Machine Operator
7 Tabulating Machine Operators
6 Key Punch Operators

Equipment

9 Key Punch Machines
3 Sorting Machines
3 Collators
1 Interpreter
1 Summary Punch
2 Reproducers
3 Accounting Machines, Type 402

Funds for operating expenses are provided by budget transfers and work orders from the using departments.

Services to the departments are designed to meet their particular needs, and sometimes the needs of several departments can be served from one set of key punched IBM cards. For example, cards are punched daily from current purchase orders, and these cards are used for the preparation of the following reports: for the Purchaser of Supplies, a daily Register of Purchase Orders; for the Controller, a consolidated posting media for rapid posting of encumbrances; for the Health Department and San Francisco Unified School District, Purchase Order Registers of orders issued for these departments.

The major and recurring operations of the Tabulating Section are:

Department	Function
Municipal Court	Processing Traffic Citations
Civil Service Commission	Salary Survey Data - Salary Standardization Reports -
Controller	Tabulation of Official Bonds Cancelled Warrant Report Summary of Unpaid Property Taxes Purchase Order Encumbrance Posting Report
Tax Collector	License Tax Accounting for Apartments, Hotels, Food Inspection, etc.
Registrar of Voters	Election Officer Payroll Reports Election Statistics
Department of Public Health	Birth and Death Master Index and Statistics Budget Statistics Cost Accounting- Central Office and SF General Hospital T.B. Patient Subsidy Reports Emergency Hospital Statistics
Purchasing Department	Equipment Inventory Central Warehouse Inventory Stores Stationery Control Records of Average Use Fee Tag Reports Purchase Order Registers Shop Expenditure Reports Contract and other Statistics

The detail processing of traffic citations for the Municipal Court is given to illustrate the ramifications of tabulating procedure. In the past fiscal year 751,159 traffic citations were issued by the Police Department and written on tabulating cards. The cards are received in the bureau daily and are key-punched, checked and sorted for the traffic fines bureau. Paid citations are IBM processed to prepare daily cash calendars. Unpaid citations are machine processed to prepare notices that are mailed to offenders, and later, remaining unpaid citations are further processed to prepare Warrants of Arrest which are subsequently signed by the Judge and turned over to the Police Department for service. Throughout the entire process the original citation is used for the preparation of various documents, calendars, etc. The final operation in the case of moving violations is the preparation of an Abstract of Adjudication for the State of California.

In 1961 the Tabulating Section will expand its operation to include a central tabulating unit in the new Hall of Justice. As a result, the unit remaining in the City Hall will have machine time available for new tabulating applications. In order to be prepared to put this time to productive use consideration is being given to expand Department of Public Health tabulating programs and for others.

Reproduction Section

The Reproduction Section occupies two locations in the City Hall. Photography, photostating, microfilming, and duplicating (mimeograph and offset) are located in Room 50 in the basement. Blueprinting, which includes white prints (dry process), blue lines, Van Dykes, etc., is located on the fifth floor.

Personnel

1 Supervisor of Tabulating and Reproduction
1 Photographer
1 Photostat Operator
3 Blueprint Operators
2 Duplicating Machine Operators
1 Account Clerk

In addition, 1 part-time Photographer and 1 part-time Photostat Operator is employed.

Equipment

1 Blueprint Machine
2 Ammonia Process Machines (dry process)
1 Photostat Machine
2 Microfilm Cameras
2 Mimeograph Machines
1 Offset Duplicating Machine
Cameras
Enlargers
Printers, etc.

Funds for operating expenses are provided by budget transfers and work orders issued by the departments who use these services.

The major and continuing operations of the Reproduction Section are:

Department	Function
Public Works	Blueprinting Printing Blue Line Block Books
Bureau of Architecture	Specifications Preparation (Includes Fire houses, Schools, Public Buildings & Recreational Facilities) Photography
Recreation and Park	Blueprinting Specifications Preparation
Real Estate	Blueprinting Blue Line Block Books
Tax Collector	Blueprinting Blue Line Block Books
Assessor	Blueprinting Blue Line Block Books
Recorder	Blueprinting Blue Line Block Books Daily Microfilming and Printing of Property Transfers
All	Printing Preliminary Annual Budget

Department - Continued	Function
City Attorney	Photography
Treasurer	Daily microfilming checks
Board of Supervisors	Preparation of calendars
City Attorney	Duplicating opinions and legal papers
Civil Service Commission	Duplicating Salary Survey data reports
All	Duplicating Annual Reports

These recurring activities of the Bureau are in addition to the mass of routine reproduction work that is done for all of the departments in the City Hall, and Retirement, Real Estate, City Planning, Redevelopment, Adult Probation, and District Attorney. Routine reproduction work includes engineering check prints; maps, charts, and reports for surveys for planning and redevelopment programs; and mimeograph, offset duplicating, and copy work required in departmental operations.

During the 1958-59 fiscal year plans to relocate the blueprinting operations in space adjoining Room 50 were formulated, and as a result, consolidation of all reproduction activities is projected. This would materially increase the efficiency of operation and would eliminate the necessity of climbing stairs to deliver and pick up work, make deliveries of supplies, etc. A foregoing paragraph mentioned that several pieces of equipment should be replaced within the next four or five years. If blueprinting operations are relocated a new blueprint machine should be included in the planning, because due to age and conditions the present machine cannot be reasonably moved without excessive cost.

A P P E N D I X

ORGANIZATION CHART

PURCHASING DEPARTMENT

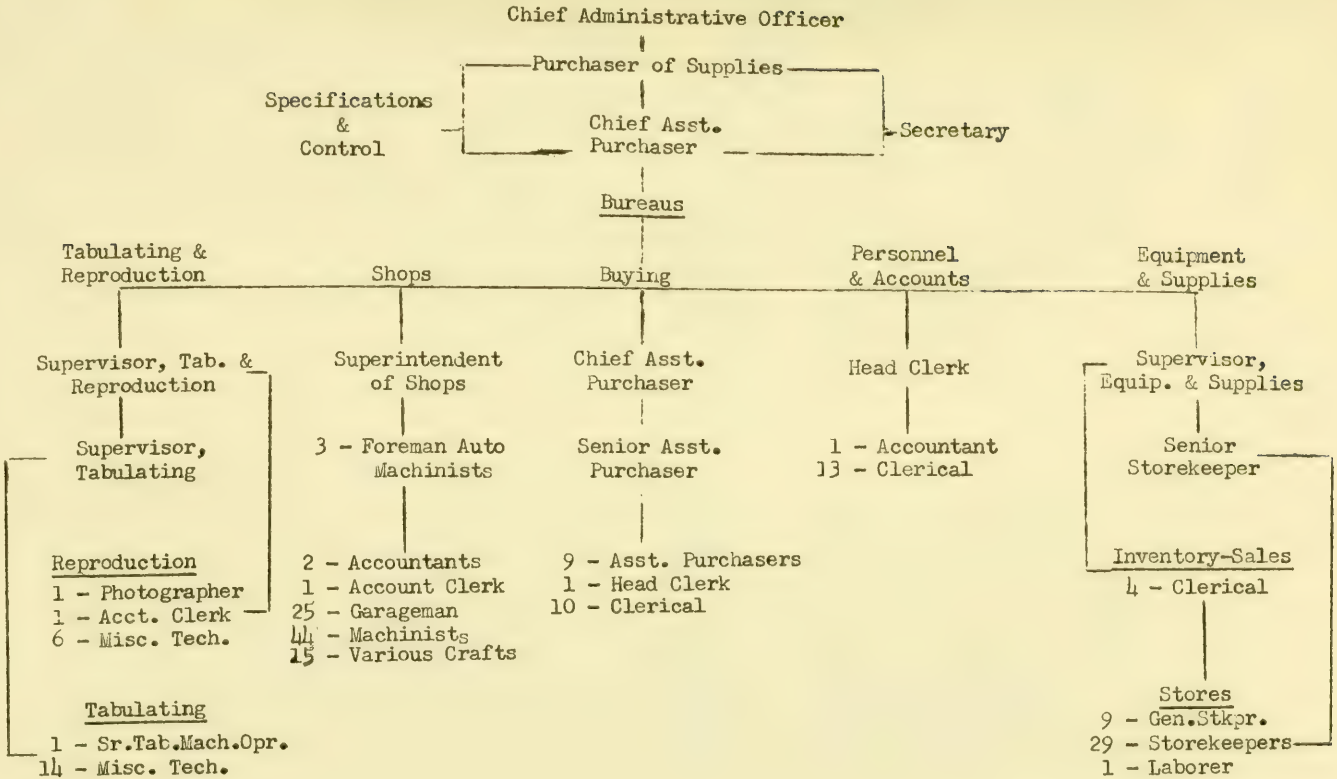


TABLE NO. 1

Showing

Purchase Order Processing

	1958-59		1957-58	
	Purchase Orders	Amount	Purchase Orders	Amount
General	16,582	$ 6,206,650	16,575	$ 6,645,946
Education	5,612	2,740,630	5,760	2,673,705
Health	4,682	2,083,463	4,620	1,996,584
Utilities	6,204	9,323,311	6,099	9,969,790
Petty Purchase Orders (Not exceeding $50)	10,988	277,957	11,690	306,555
Total	44,068	$20,632,011	44,744	$21,592,580

TABLE NO. 2

Showing

Comparison of expenditures with original budget for all appropriations except Personal Services for 1958-1959:

Account	Budgeted	Expended	Surplus	Deficit
Contractual Services 8.311.200.000	$20,300	$22,271		$1,971
Materials & Supplies 8.311.300.000	10,150	12,231		2,081
Equipment 8.311.400.311	2,561	2,325	$236	
Premium on Official Bonds 8.311.812.311	7,500	7,978		478
Premium on Auto Insurance 8.311.813.311	18,500	18,500		
Membership Dues 8.311.854.311	760	755	5	
Total	$59,771	$64,060	$241	$4,530

REVENUES

Comparison of Revenues with Estimated Revenues in 1958-59 Budget:

Account	Estimated Revenue	Actual Revenue	Over	Under
7061 Sale of Documents	$ 1,000	$ 1,033		$ 33
7062 Minor Sales	4,000	10,569		6,569
7063 Damages	500	15	$485	
7064 Miscellaneous Sales		517		517
7451 Sale of Sludge	4,000	3,967	33	
7621 Sale of Grease & Bones	1,100	1,367		267
Total	$10,600	$17,468	$518	$7,386

TABLE NO. 3

Showing

Shop Expenditures

Object	Appropriation	Shop No.	Amount
Administrative Wages	8.312.110	1 - 2 - 3	$ 15,771.00
Wages	8.312.130	1 - 3	254,278.21
Wages	8.312.130	2	168,294.52
Contract	8.312.200	1 - 3	51,221.33
Contract	8.312.200	2	13,646.92
Material	8.312.300	1 - 3	101,938.08
Material	8.312.300	2	50,057.55
Retirement	8.312.800	1 - 3	2,963.00
Retirement	8.312.800	2	5,819.73
Work Orders		1	32,190.75
Work Orders		2	8,886.42

Shops 1 & 3	Total	$458,362.37
Shop 2		$246,705.14

Combined Shops

8.312.110.000	$ 15,771.00
8.312.130.000	422,572.73
8.312.200.000	64,868.25
8.312.300.000	151,995.63
8.312.800.000	8,782.73
Work Orders	41,077.17
Total	$705,067.51

TABLE NO. 3 - Continued

Showing

Shop Expenditures

Shops No. 1 & 3		
8.312.200.001	Contractual Services	Expenditures
Original Appropriation	$45,865.00	
By transfer	3,156.00	
	$49,021.00	$51,221.33
8.312.300.001	Material & Supplies	
Original Appropriation	$77,173.00	
By Transfer	20,294.88	
By Work Orders	4,470.20	
	$101,938.08	$101,938.08
Shop No. 2		
8.312.200.002	Contractual Services	
Original Appropriation	$13,054.00	
By Transfer	800.00	
	$13,854.00	$13,646.92
8.312.300.002	Material & Supplies	
Original Appropriation	$54,726.00	
By Transfer	1,150.00	
	55,876.00	
Transfer Out	4,920.00	
	$50,956.00	$50,057.55
Combined Shops	Appropriated	Expended
8.312.200.000	$62,875.00	$64,868.25
8.312.300.000	152,894.00	151,995.63
	$215,769.00	$216,863.88

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

September, 1960

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

September 8, 1960

Annual Report
Fiscal Year 1959-60

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1960 is herewith respectfully submitted.

As stated in detail in the report the department issued 44,063 purchase orders, totalling $17,604,673, maintained 26 storerooms, sold $110,275.54 surplus city property in 16 sales, did 7284 shop jobs and expended $212,619.83 on reproduction and tabulating. Purchasing was conducted for all city departments, shop operations for 54 departments and reproduction and tabulating for 55 departments.

The new Central Shops at 800 Quint Street in the first year of operation showed increased work accomplished at lower relative unit costs than at the previous separate locations. Generally equipment was maintained in better condition, downtime was minimized and backlogs reduced.

The shortage of storekeeping personnel at particular locations adversely affects the proper receiving, safeguarding accounts and distribution of materials and supplies.

The following statements on the activities of the Department for the past fiscal year answer the specific inquiries of the Mayor to all departments, dated August 15, 1960.

1. There are no capital programs on Purchasing Department facilities.

2. Recommendations on the activities of the Department, as stated in the Annual Report include:

   (a) Establish specification and control system for buying on a full time basis.

Mr. Sherman P. Duckel
Chief Administrative Officer

September 8, 1960

(b) Add storekeeping personnel and move senior storekeeper to central office for better control.

(c) Establish definite policies on equipment replacement.

(d) Change classifications of some office personnel for better supervision and control.

(e) Expand services of Tabulating Division to serve other city departments.

(f) Expand the Purchasing Department's space on the 2nd floor of the City Hall.

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1959-1960 is given in the appendix, Annual Report. Funds for departments activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1959-60 is given in the appendix, Annual Report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the Annual Report.

I wish to take this opportunity to thank you for your assistance and guidance given me and to Mr. T. F. Conway, other bureau heads, and to the employees of the Purchasing Department for their cooperation and loyalty without which the Department could not function as efficiently and as effectively.

Very truly yours,

BEN BENAS
Purchaser of Supplies

September, 1960

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department, under the Chief Administrative Officer in accordance with Charter provisions, purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments except Public Utilities and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 201 in five bureaus, the same as in 1958-59. The organization of the Department is shown on the Organization Chart in the appendix.

Supervisory - June 30, 1960

Administrative

B. Benas - Purchaser of Supplies
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Chief Assistant Purchaser - Bureau Head & Asst. Dept. Head
J. C. Gavin - Senior Assistant Purchaser
A. K. Arnold - Head Clerk

Equipment and Supplies

J. E. Leary - Supervisor of Equipment and Supplies - Bureau Head
H. R. Stevens - Senior Storekeeper

Bureaus - Continued

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head

Shops

A. M. Flaherty - Superintendent of Shops - Bureau Head
J. Fischer - Foreman Auto Machinist
R. Johnstone - Foreman Auto Machinist
B. Shain - Foreman Auto Machinist

Tabulating and Reproduction

G. A. Stanley - Supervisor of Reproduction - Bureau Head
J. W. Bender - Supervisor of Tabulating

The valued services of the following were separated from city employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
RETIRED			
A. W. Petan	General Superintendent of Shops	31	10-1-59
H. G. Hicklin	Storekeeper	15¼	1-1-60
W. W. Lewis	Senior Assistant Purchaser of Supplies	24½	4-1-60
DIED			
G. O'Brien	General Clerk Typist	9	8-18-59
G. C. Densmore	Garageman	4¼	8-20-59
J. K. Munson	General Clerk Typist	8-1/3	12-14-59
W. P. Flinn	Storekeeper	17-1/3	3-5-60

Mr. A. W. Petan retired as Superintendent of Shops on October 1, 1959 after 31 years of city service. He is largely responsible for the efficiency and effectiveness of the Purchaser's Shop operations and had a major part in the development of the new Central Shops.

Mr. W. W. Lewis retired as Senior Assistant Purchaser of Supplies on April 1, 1960 after 24½ years of city service. In this capacity he was responsible for overseeing buying and coordinating with other departments. The present efficient operation is largely due to his conscientious efforts.

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus, remained substantially the same as in 1958-1959, except for reduced purchases for public utilities. Major accomplishments are indicated in the following table:

Bureau	Unit	1958-1959	1959-1960
Buying	Purchase Orders	44,068	44,063
	Amount	$20,632,000	$17,604,673
Equipment and Supplies	Sales Number	25	16
	Sales Amount	$205,870	$110,276
	Major Stores Operated	16	15
Shops	Job Orders	6,559	7,284
	Expenditures	$705,067	$809,182
Tabulating and Reproduction	Expenditures-Tabulating	$104,180	$104,721
	Expenditures-Reproduction	$97,070	$107,899

General Comments

Further improvements in standard routine and purchasing procedures and practices continued. A specification and control section formed for studies which cannot be done by buyers without impairing their work functioned on an intermittent basis because of lack of personnel. The need for expanding this function to full time is clearly apparent, in view of rapid technological advances in processes, equipment, and materials and supplies.

There is critical need for 2 General Storekeepers and 5 Storekeepers to meet the Purchaser's responsibilities for adequate control of supplies and equipment for the various departments at the new Park Central Stores, Hetch Hetchy stores, Laguna Honda Home, County Jail, Consolidated Shops, and for vacation relief and inventory. The Bureau was reorganized to provide more direct assistance to the Bureau Head, and more direct supervision of storekeeping.

The first year operation of the new Central Shops at 800 Quint Street should increase work accomplished at lower relative unit costs than at separate locations. Some obsolete equipment was replaced, and other units are scheduled for replacement as funds are made available. The consolidation of operations by functions has resulted in the most efficient use of equipment and personnel. The

Shops reconverted Fire Department obsolete motorized equipment to modern needed units at material savings.

No changes in number or classification of personnel for Tabulating or Reproduction Bureau are indicated except one blueprint operator should be reclassified to a sub-foreman operator to provide supervision in the blueprint room on the fifth floor of the City Hall. The blueprinting facilities should be relocated to the basement of the City Hall to provide easy access and better control.

The need for reorganizing accounting and clerical functions is apparent. Changes in classification of supervisory personnel have been recommended in the recent Civil Service classification survey. Any action on reorganization will be delayed pending that taken on the survey recommendations.

The Purchasing and Civil Service Departments jointly worked on an experimental program for employee evaluations. Under this program employees were questioned on their appraisal of their job, their supervisors and city work in general. This questionnaire indicated that although employees were generally satisfied improvement is indicated in communication and supervision. The supervising employees of the department attended a course for employee development. It is expected that the knowledge garnered will be of material value in improving morale and work.

A committee composed of Mr. R. Brooks Larter, Assistant Director, Administrative, Department of Public Works, Mr. Joseph Mignola, Executive Assistant, Chief Administrative Officer and the Purchaser of Supplies, commenced and are continuously engaged in a study on the application of election data processing (EDP) to departments under the Chief Administrative Officer.

The need for additional office space at the City Hall is critical. This matter will be considered when the Bureau of Building Inspection, Department of Public Works moves to 450 McAllister Street, scheduled for 1961.

STUDIES AND IMPROVEMENTS

As stated under the separate bureaus studies for improvement and simplification of operations continued:

> The number of purchase orders for specific cases was reduced, however, further study will be given to the large percentage, approximately 25, for purchases to $25.00 amounts to about 1% in dollar value.

Improving storekeeping techniques resulted in better operation and control. The studies on application of coding and electronic data processing will continue.

Use of time saving office equipment, envelope openers and letter folders, has improved and speeded up office operations.

Studies on use of modern shop equipment and techniques resulted in improved shop operations.

Every effort was made to acquaint departments with the facilities of the Bureau of Reproduction and Tabulating.

CIVIL DEFENSE

Planning and programming of Purchasing Department Civil Defense activities are under Mr. Claude P. Webster, Department Civil Defense Co-ordinator. The following is the report of the Civil Defense activities of the Purchasing Department in the fiscal year:

(a) A new supply plan was developed in accordance with the revised State Plan Supply Annex (17-OP). This plan after many conferences received approval of local and State civil defense authorities. Copies were distributed to local Civil Defense agencies including the Petroleum Advisory Sub-Committee and the San Francisco Agricultural Commissioner and to key Purchasing Department employees.

(b) Purchasing Department employees have been kept current on latest disaster instructions.

(c) Plans have been formulated for operation at two locations should a disaster occur.

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following:

I. Buying - Bids and Awards

- A. Preparation of bids:
  1. Technical specifications
  2. Contractual conditions
- B. Advertising and mailing bids
- C. Opening and tabulating bids
- D. Review and award of bids
  1. Determination of suitability of alternate offers
     - a. Review of specifications and information furnished by bidder
     - b. Laboratory and operating tests
     - c. Investigation of use by others
     - d. Other investigations and analysis
  2. Determination of bid compliance with legal and contractual requirements.
- E. Preparation of contracts

II. Buying - Related Functions

- A. Specifications and control
  1. Analysis of records of average use
  2. Specifications
     - a. Development and revision
     - b. Maintenance of specification file
  3. Inception of new term contracts
     - a. Determination of desirability
     - b. Preparation of technical specifications and contractual conditions
  4. Review of:
     - a. Policies
     - b. Methods
     - c. Forms

PERSONNEL:

The Buying Division is headed by the Chief Assistant Purchaser and includes 10 assistant purchasers and a clerical staff of 11 engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Detailed employments are as follows:
1 - Chief Assistant Purchaser of Supplies
1 - Senior Assistant Purchaser of Supplies
7 - Assistant Purchaser of Supplies
1 - Printing and Stationery Buyer
1 - Assistant Stationery Buyer
1 - Head Clerk
1 - Clerk Stenographer
7 - Clerk Typist
1 - Typist I
1 - General Clerk

OPERATIONS:

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

As previously stated all purchasing done in this office with the exception of term contracts based on estimated quantities starts with the receipt of a Requisition for Purchase Order from the using department. The suitability of the article or service purchased is directly related to the completeness and accuracy of the information contained in the requisition.

Upon receipt in the Purchasing Department the requisition is assigned to an Assistant Purchaser who is responsible for first determining as far as practical if the information furnished is sufficient to ensure that the article or service to be purchased will be suitable for its intended use.

In requisitions for equipment, materials and supplies the degree and extent of such information is contingent upon the nature of the article to be purchased. The following examples of check factors which apply to equipment items specifically but which are to some extent applicable to many other articles are particularly important when bids are required:

1. Is reference made, by manufacturer's or brand name and model number, to an acceptable item to be used as a quality standard?

2. If physical specifications are included:
   a. Is the need for restrictive details readily apparent or have they been fully explained?
   b. Are unnecessary specification details included?
   c. If dimensions or capacities are given, have reasonable tolerances been indicated or is the need for specific dimensions or capacities readily apparent or fully explained?

3. Are performance requirements clearly set forth?

If requisitions are for services for which bids will be required the information desired varies somewhat from that necessary for tangible articles but the basic concept is the same - are requirements fully and completely expressed with no restrictive factors included unless the reasons for such is readily apparent or fully explained.

The Purchasing Department requests the cooperation of other departments in preparing requisitions that will comply with the competitive purchase requirements of the Charter and Administrative Code, permit the most economical expenditure of public money and provide the most suitable articles or services for City and School District use. Departments are invited to discuss preparation of requisitions (as well as other purchasing methods) with the Purchasing Department.

Specifications are constantly being reviewed and revised, where desirable, in order that the most suitable articles or services be procured for city use. Suggested changes in or comments regarding specifications are solicited.

A committee has been established of Purchasing and Health Department representatives to evaluate requirements, to review existing specifications and to standardize for use by all institutions where possible. It is expected that material savings, more flexibility in use and procurement of more suitable items will result.

The method for internal checks established in 1958-59 were continued. These have freed supervisory personnel from the necessity of checking routine buying functions in detail.

As time is available personnel are assigned to:

1. Review of specifications, forms and procedures.
2. Analyze past purchases with a view towards establishing additional term contracts for articles and services where desirable.

The need for a separate section to expand the above services is apparent if the department is to most efficiently and effectively perform its purchasing functions. This work is now being done on an intermittent basis as time is available. Every effort should be made to procure a full time employment, preferably a Senior Assistant Purchaser for this work.

Whenever practical term contracts are entered into for various service and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. It is requested that departments notify the Purchasing Department regarding services or articles that might be advantageously purchased for them on a term contract basis.

Purchase of fresh fruits and vegetables on a competitive basis continues to be satisfactory. Changes in bid methods and revised specifications suggested by the Chef at the Laguna Honda Home, have resulted in better quality control of commodities purchased and simplified contract administration by the various using departments. Monthly quotations are received on specific items with provision for U. S. Department of Agriculture inspection on all deliveries.

The extension of definite quantity contracts to cover occasional recurring purchases during the fiscal year has been satisfactorily expanded to cover many items of equipment used in some quantity by the San Francisco Unified School District.

During the fiscal year 44,063 purchase orders were issued in the total amount of $17,604,673. Detailed analysis is shown in Table No. 1 in the Appendix.

GENERAL:

STUDIES & IMPROVEMENTS:

Insurance procurement is now governed by an ordinance enacted in December 1959 and incorporated in the San Francisco Administrative Code. This ordinance formalizes procedures which have been

followed in principle in the past and reads as follows:

ORDINANCE NO. 664-59
Amending Chapter 21 of the San Francisco Administrative Code by adding Section 21.2-1 Thereto Relating to Purchase of Insurance.

Be it ordained by the People of the City and County of San Francisco:

Section 1. Chapter 21 of the San Francisco Administrative Code is hereby amended by adding Section 21.2-1 thereto, relating to purchase of insurance, to read as follows:

Section 21.2-1 Purchase of insurance. The Purchaser of Supplies shall base his award of an order for insurance to a broker, agent or company on at least three (3) quotations. He shall keep a record of such quotations and a register of all awards made thereunder. In the event that it is not possible to obtain three (3) quotations, he shall base his award on the quotation or quotations received. Said award may be made on the basis of price or service or both. Whenever it is customary to write insurance for one (1) year only, new quotations shall be solicited at least every three (3) years. Whenever it is customary to write insurance in excess of one year, new quotations shall be solicited at least on each expiration date. Whenever it is customary to write insurance that is continuous in form, new quotations shall be solicited at least every five (5) years.

The Purchaser of Supplies may, with approval of the Controller, add expiring to existing coverages.

This ordinance shall not apply to insurance commanding a premium of $1,000 or less.

I hereby certify that the foregoing ordinance was passed for second reading by the Board of Supervisors of the City and County of San Francisco at its meeting of Dec. 21, 1959.

Robert J. Dolan, Clerk.

Passed by the Board of Supervisors of the City and County of San Francisco at its meeting of Dec. 28, 1959.

Robert J. Dolan, Clerk.

Approved Dec. 30, 1959.

George Christopher, Mayor.

Jan. 5, 1960

The first major transaction under authority of this ordinance was procurement of Airport Liability Insurance for a three year period commencing April 1, 1960. A substantial increase over the previous premium was determined to be due to the increase in use of jet planes with corresponding increase in individual plane value and increased passengers per plane. This increase was reflected in higher insurance premiums paid by other major airports.

Furniture specifications for the new Hall of Justice were developed with the cooperation of the Department of Public Works and other departments who will occupy this building. Furniture was standardized as far as practical.

The term contract for television maintenance was based on a discount from established local rates for specific service rather than a time and material basis making closer control of expenditures possible.

Bids for class A automobiles in the 1960-1961 budget were opened prior to July 1 to permit purchase of 1960 models before production lines were shut down. It is expected that earlier replacement of older vehicles will provide savings in maintenance costs.

Provision was made for dual awards on annual contracts for typewriters and other office machines making it possible to satisfy specific requirements of using departments and also provide for competition.

STUDIES & IMPROVEMENTS:

During the 1960-1961 fiscal year it is proposed to:

1. Review the existing "Procurement Procedure" to determine if revisions are desirable and concurrently to develop an office buying manual incorporating therein such instructions as have been previously issued to provide uniformity in buying policies and procedures.
2. Analyze the internal work flow and the related forms and procedures so that the work of the department may be simplified and expedited as far as feasible.
3. Confer with Controller regarding the feasibility of facilitating the work flow of papers requiring joint action.
4. Seek methods for providing adequate inspection and check of articles received when technical knowledge is required beyond that of receiving or purchasing department personnel.

The above is to be accomplished as far as possible with existing personnel. Complete fulfillment of these aims and other advisable studies and improvements is contingent upon the establishment of a new position of Senior Assistant Purchaser of Supplies to head and form the nucleus of a Specifications and Control section.

BUREAU OF EQUIPMENT AND SUPPLIES

The Bureau of Equipment and Supplies operates and maintains central warehouse and storerooms in various city departments, receives and issues materials, supplies and equipment for all departments of the City and County of San Francisco and makes miscellaneous emergency purchases for the account of the various agencies. This Bureau arranges the sale of and sells surplus and obsolete personal property belonging to the City, exchanges equipment between departments, maintains a perpetual inventory of all materials purchased for the City and County of San Francisco and makes periodic checks of such property. The Bureau maintains control of the entire automotive fleet, including the listing, insurance and the reporting of all accidents.

The following locations are staffed and operated by the Division of Sales, Inventory and Stores:

<u>Main Office</u>	Central Warehouse, 15th & Harrison Sts.
Central Warehouse	15th & Harrison Sts.
Yard	1849 Harrison St.
Sub-Stores	Room 5, City Hall
Central Shops - Central Stores	800 Quint St.
Water Dept. - Central Stores	639 Bryant St.
Public Works - Central Stores	2323 Army St.
Hetch Hetchy - Central Stores	Moccasin, Calif.
Health Dept. - Central Stores	S.F.Gen. Hospital, 22nd & Potrero Sts.
	Laguna Honda Home, 7th Ave. & Dewey Blvd.
	Hassler Health Home, Redwood City
Public Welfare - Central Stores	Single Men's Rehabilitation Center, Redwood City
S.F. Int'l. Airport - Central Stores	S.F. Int'l. Airport, South San Francisco
Rec.-Park - Central Stores	Golden Gate Park Yard, 3rd Ave. & So. Drive
Dept.of Electricity - Central Stores	264 Golden Gate Ave.

Municipal Railway -	Central Stores	24th & Utah Sts.
	" "	Hampshire and Mariposa Sts.
	" "	Geary and Presidio Sts.
	" "	Kirkland Yard
	General Stores	575 Ocean Avenue
	Central Stores	Geneva and San Jose Ave.
	Transfer Room	Hampshire and Mariposa Sts.
	Storage Yard	Elkton Station, Ocean Ave.
Sheriff's Department,	General Stores	County Jails, San Francisco & San Mateo Counties

PERSONNEL:

The Sales - Inventory - Stores Division is staffed by the following permanent Civil Service personnel:

1 - Supervisor of Equipment & Supplies
1 - Senior Storekeeper
1 - Account Clerk
1 - General Clerk-Stenographer
2 - General Clerk-Typists
1 - General Clerk
9 - General Storekeepers
29 - Storekeepers
1 - Laborer

46 - Total Employments

SALES DIVISION:

Sixteen sales were conducted during the fiscal year 1959-1960. Sales were made under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales, preparation of sales, inviting interested buyers to bid, the opening and awarding of bids, collecting and depositing of all moneys received from the buyers with the City Treasurer and keeping of all records of correspondence relative to the sales.

The total revenue from the sales of 1959-1960 was $110,275.54. A general breakdown of the sales is as follows:

Misc. Metal Scrap and Salvage	$42,543.82
Trolley Coaches	30,370.27
Used Automobiles	12,313.16
Used Trucks	7,592.33
Rly. Salvage Parts & Budd Wheels	4,062.12
Sand and Pipeline	2,362.00
Traffic Signals and Tires	979.78
Rifles and Salvage	538.07
Grease and Bones	1,210.29
Dried Sewage Sludge	4,088.56
Agricultural Products	2,623.91
Misc. Sales and Revenue	1,491.23
TOTAL REVENUE FROM SALES	$110,275.54

The Bureau inaugurated a new selling procedure during the past year for the sales of used automobiles. In place of sealed bids, the new procedure provides for a "Spot Bid Sale" by which we were able to realize more revenue per car, speed up the sale of automobiles and expedite the entire transaction in far less time than the previous type of sale. This new method was well received by the trade buyers and also a source of satisfaction to our own department. Sixty-five passenger automobiles, twenty-four trucks and one hundred and thirty-six buses were sold during the year.

INVENTORY DIVISION:

The program for this division includes the maintenance of a perpetual inventory of the City's equipment, moving and transfer of equipment, investigation and reporting of missing or stolen property and the transfer of used equipment between the departments.

This division was also concerned with the rehabilitation of surplus equipment discarded by the various departments as no longer suitable for their use. In most cases such discarded furniture and equipment were returned to other departments, thus obviating the necessity for additional purchases, resulting in a relief to the budget. During the past fiscal year the total amount of discarded furniture returned to active use to the City amounted to $16,120.00.

An important responsibility of this division is the automobile control desk. The integration of the automobile administration into a central control with the use of the IBM system has been completed. This provides a practical, comprehensive and flexible program in dealing with the acquisition, assignment, licensing, insurance and disposition of the City's entire automobile fleet, valued at $1,112,000.00. Strict liaison was effected between the Shops, Departments and the State Department of Motor Vehicles.

The Inventory Division during the past year has continued to be a source of help to various cities and communities in providing them with information and manuals of procedure on request and sitting in on educational conferences dealing with the practical application of our manual to their needs.

STORES DIVISION:

Uniform and progressive procedures have been inaugurated or improved upon in the Storekeeping Division, including a rigid program for the inspection of material and supplies on receipt of same through purchase orders. It is well recognized now that ordering is only half of a purchase transaction. The other half, just as important, is to make sure the City receives the quality and quantity ordered. This important activity has resulted in many rejections of supplies not meeting the standards, weights or specifications required by the

purchase orders. The Bureau has made full use of the Central Warehouse's laboratory in the field of inspection of materials, supplies and equipment in the interest of "caveat emptor". This innovation has already proved most satisfactory and the results are reflected in a better understanding between the City and the vendors for the public interest. A more comprehensive control on blanket order purchases and purchases at the institutions has also been effected.

The stores division includes sixteen major stores outlets and nine sub-stores. Generally, storekeeping includes ordering, limited purchasing, receipt, inspection and storage - the issuance of all stores, preparation of reports, inventories and general control and security of the storerooms. Due to a projected plan for quantity purchasing that would reflect purchasing savings, the warehouse is being readied for the receipt and storage of quantity shipments in carload lots and other large quantities of such commodities that will reflect a saving by astute quantity buying.

During the past year the Department of Public Works' Storeroom, 2323 Army Street, was reorganized and stores accounting procedures revised.

The procedures for the storeroom at the Central Shops are being changed as recommended by the John Forbes and Company survey. Under these procedures the San Francisco Fire Department's janitorial supplies were moved to Central Warehouse for more centralized control.

The Hassler Health Home and Public Welfare's storerooms at Redwood City were reorganized.

Central Warehouse has continued to progress in rendering a better service for all departments. This facility is the central point of distribution and also serves as a depot for various departments for lot shipments. The Central Warehouse provides a local delivery point for those city departments and agencies in the outlying districts and out of town thus providing buyers not only with a storage area but also effecting savings in delivery and freight charges to the city.

GENERAL:

More personnel are needed in storerooms to provide efficient operation.

A. At Hetch Hetchy there is a possibility of a new employment of a general storekeeper which will relieve the tension and provide an equitable work load at that very important facility.

B. At the Park-Recreation storeroom the same conditions prevail as was reported last year of having only one storekeeper to perform work which would normally be done by a General Storekeeper and a Storekeeper.

C. Vacations and sick leave without replacement hamper efficiency in rendering adequate service to departments as well as placing an extra burden upon our already under-staffed personnel.

D. In the Sheriff's Department consideration should be given the work of storekeeping now being performed by two high-priced jailors whereas one storekeeper with the General Storekeeper now in that department could perform both jobs.

The Senior Storekeeper now assigned to the Municipal Railway who is in effect the Chief Assistant of the Bureau should be moved to Central Warehouse as his services would be more advantageous to the Department on a full time rather than intermittent basis. This would entail a new employment of a General Storekeeper at the railway. The Jacobs survey has recommended such a change.

The Bureau's Central Office was moved during the year from the City Hall to more spacious quarters in Central Warehouse. This provided the Bureau with a more central and a more convenient headquarters for administrative action.

The Supervisor of Equipment and Supplies and his staff of General Storekeepers have completed an In-Service Pilot Training Program conducted by the Civil Service Commission and the San Francisco Unified School District. This schooling provided a worthwhile medium and greatly added to our skills in evaluating, training and handling employees. The Bureau also had its own in-training program within the department.

The Bureau has a definite plan worked out in conjunction with the Disaster Corps ready to put into effect immediately, if and when a catastrophe strikes.

The Bureau conducted surveys, audits, educational programs and has made routine changes in personnel with a view toward more efficient, economical and practical administration.

During the fiscal year the intensive Safety Program in the Stores Division resulted in a perfect record -- not one working hour was lost due to accidents.

Regular staff meetings are held for the discussion of the operation of the Bureau and many constructive suggestions, which have had their origin in these meetings, have been made standard procedure in this bureau and City wide.

This Bureau was also called upon several times during the year by the California State Personnel Board to furnish our most qualified supervisors to set in on interviews and oral examinations to evaluate applicants for State jobs in the stores field.

Personnel were encouraged to visit trade shows and conventions held at the Civic Auditorium and at other locations to familiarize themselves with the latest changes in procedures, machines and routines.

The Supervisor of Equipment and Supplies and the Senior Storekeeper attended the American Traffic Association's Convention held in Sacramento in May and attended the seminars conducted by the Stores and Purchasers Division of the Transit Association. The exchange of ideas at this convention has been of great help to us as we progress through a heavy improvement program.

Much favorable publicity has been given to the City by the daily press, radio and TV, locally and nationally, trade and national magazines, in connection with our sales program.

BUREAU OF PERSONNEL AND ACCOUNTS

This Bureau under a Head Clerk with 15 clerical personnel, has charge of budgetary and personnel functions, processes purchase orders, checks and transmits invoices to Controller for payment, sells charters, codes and other documents and procures official bonds for officers and employees.

During the fiscal year 33,239 "regular" purchase orders in amount $17,314,932 and 10,824 "petty" purchase orders amounting to $289,741 were processed. Table No. 1 in the appendix shows the work accomplished in detail.

Sales of Charters and codes amounted to $8,072 and sales of other documents to $1,373.

Continuing studies are being made in an endeavor to reduce the number of purchase orders being processed.

During the year two or more requisitions were included in one purchase order, wherever possible, thus reducing the number of purchase orders issued.

Additional space is needed for storage of documents which are for sale, as several new codes have been published in recent years.

A new position of Senior Clerk is urgently needed for additional supervision, to perform other work, and to act for the Head Clerk in his absence

Statistics showing comparison of expenditures with budget allowances and comparison of revenues with estimated revenues are shown in the appendix on Table No. 2.

BUREAU OF SHOPS

The Purchasers Central Shops and Auxiliary shops and stations are responsible for equipment maintenance for 54 departments of the City and County of San Francisco - a total of 1600 motor vehicle units are maintained at the Central Shops, Park Shops and Hall of Justice Garage. Service is provided at the Department of Public Works Army Street Yard, 19th Avenue Station, Health Department Garage, Department of Electricity Yard, Police Motorcycle Headquarters, and 15th Street and Harrison Station. The bulk of the work is performed at the Central Shops.

The end of this fiscal year found the Central Shops, a consolidation of Shops I, II and III, completing its first year in their new shops at 800 Quint Street. These shops provide spacious - well lighted work areas and sufficient enclosed yard area for the parking and storage of the many vehicles under our care.

The Central Shops have three main shop areas - 1. Automobile Shop 2. Truck Shop 3. Fire Engine Shop. Auxiliary shops such as Machine Shop, Blacksmith Shop, Wood Working Shop, Paint Shop, Hose Shop, Upholstery Shop, Body and Fender Shop, Tire Shop, and Service Station provide service for the three main areas as well as for outside maintenance and repairs. A total of 90 persons are employed in the Bureau. The skills and classifications used are quite varied as is illustrated in the following list of employments:

1 - General Superintendent
3 - Automotive machinist foremen
2 - Automotive machinist sub-foremen
33 - Automotive machinists
9 - Machinists
3 - Auto fender and body workers
3 - Car and auto painters
22 - Garagemen
2 - Patternmakers
1 - Leatherworker-upholsterer
3 - Blacksmiths
2 - Blacksmith finishers
1 - Chauffeur
2 - Accountants
1 - Account clerk

Additionally a storekeeper and a general storekeeper are utilized on a full time basis to procure, store and issue items required by the Central Shops.

The Automobile Shop completed 2323 jobs on vehicles during this fiscal year. In addition forty new police cars were processed through this shop - sirens, red lights, gun racks, extra batteries, etc. being installed.

The Truck Shop completed 3515 jobs during this fiscal year. These jobs consisted of engine - transmission - rear end repairs - body repairs and alterations - brake relines and adjustments - etc.

These repairs and alterations were made on a wide variety of vehicle types and makes, pick up trucks - asphalt spreaders - ambulances - dump trucks - eductors - compressors. Every conceivable type of truck or heavy duty equipment is processed.

A few of the major jobs worth noting were the complete reconditioning of four (4) Eductor pumps, the reconditioning of a $15,000.00 asphalt laying machine, and the manufacture of a new heater hood for asphalt planer. These jobs were completed at a saving to the city of up to 50% over the cost of replacement items.

The Tire Shop, a subsidiary of the Truck Shop, effected economy and efficiency by eliminating outside tire service to many vehicles (particularly those of the Fire and Health Departments). Tire Shop now has tires already mounted on wheels ready for immediate change for all such apparatus.

The Fire Engine Shop maintained and repaired 862 units in the shop and answered 1917 service calls to fire houses.

Six new American La France Combination pumpers and one Aerial ladder were equipped and tested for service. Safety brakes were installed on 12 pieces of fire apparatus. Six fire engines were completely rebuilt. Three late model Tank Wagons were converted; one into a battery wagon and two into Rescue Squads. This provided the Fire Department with first line apparatus at a fraction of the cost of new equipment.

An unavoidable back log in the maintenance and repair of fire department ladders forced the shop into an accelerated program. Fifty various size fire ladders were rebuilt and twenty new ladders built by the shops.

The Paint Shop, aside from the many "touch up" jobs required on repaired units, completely painted 2 rescue squad vehicles, 1 aerial ladder and tractor, 1 fire bus, 1 fire pumper, 70 fire ladders, and 8 street and sewer department trucks.

Besides motor propelled vehicles the Central Shops, subshop and garages maintain and repair:

> Fire Department-inhalators and breathing equipment, fire hose, two high pressure pumping stations, tanks and stand-by stations and equipment on the fire boat Phoenix.

Civil Defense-Communications stand-by plant at the Youth Guidance Center and 19 auxiliary fire trucks.

Miscellaneous - Third Street Channel bridge; equipment at sewage treatment plants; parking meter collection cars and carts; park, golf course and playground equipment; park sludge pumps and sprinkler equipment and miscellaneous machines and mechanical equipment for various departments including schools.

As was to be expected, regardless of the fact that many man hours went into the moving and setting up of equipment in the new shops, important economies and efficiencies resulted. The following figures illustrate the gains made by the new Central Shops operation:

COMBINED EXPENDITURES FOR AUTOMOTIVE
AND ALL OTHER EQUIPMENT MAINTENANCE AND REPAIRS

YEAR	TOTAL SHOP EXPENDITURES	JOBS COMPLETED	AVERAGE COST PER JOB	EMPLOYEES
1959-60	$ 809,182.00	7284	$ 111.09	74
1958-59	698,856.00	6599	105.90	76
INCREASE	110,326.00	685	5.19	
DECREASE				2

The total jobs completed increased 10.38% over prior fiscal year with fewer persons employed.

The average cost per job increased $5.19, less than 5%. At the same time craft wages increased approximately 12.7%, and material and supplies purchases approximately 26%.

Funds for equipment maintenance and repair are provided by transfers to the Purchasing Department from budget appropriations to departments. Some additional funds are obtained from work orders.

In prior reports the need for spare equipment has been stressed. The situation still exists. As a consequence the shops are overloaded with emergency jobs and proper maintenance is difficult because equipment has to be rushed back into service which works a hardship on both the shops and the using department, and is unsatisfactory and expensive.

To assist in passenger car repair a loan car program was initiated in March of 1960. Five vehicles that were not unsightly and in mechanically operable order were made available to departments who had units in the shop for repairs and needed immediate replacement. In the last four months of fiscal year 1959-60, 17 departments used this service, driving a total of 4543 miles in a period of 189 loan out days. It is planned to expand this program to other than class A cars.

IMPROVEMENTS:

Experience indicates, after one year operation, that certain alterations and improvements are necessary:

1. Though hydraulic hoists were provided in the shops for lifting passenger cars and light trucks, no provision was made for heavy lifting of fire trucks, dump trucks, and other heavy duty rigs. Three heavy duty twin post hoists will be needed in the Truck Shop and two in the Fire Shop.

2. Certain doors in the new shops are too small to drive trucks through for maintenance and repair and storeroom doors too small to accommodate a fork lift with pallets. Alterations should be made on 8 sliding doors and 6 windows. Funds for these improvements were requested but not allowed in the 1960-61 budget.

3. Additional storeroom space is needed. This can be accomplished by the construction of 1500 square feet of mezzanine in the west storeroom.

4. A fire hydrant essential for the testing of new and rebuilt pumpers should be installed in the Central Shops Yard near the "Fire Shop". At present it is necessary for the mechanic to take the fire apparatus and his tools to the nearest street hydrant for testing.

5. The Machine Shop presently combined with the Blacksmith Shop location has not worked out as expected. The noise and hammer vibration resulting from the operation affects precision operation of machine tools. It is contemplated to move the Machine Shop to the "Aerial Shop". Aerial trucks will then be repaired in the more suitable area vacated by the Machine Shop.

6. Large window areas on the west end of building allow an excess of bright sunlight and heat in these working areas. It will be necessary to shade or screen these windows for the relief of personnel involved and because of the fact that excess sun and heat is drying out new and rebuilt ladders in the exposed ladder storage area.

7. A proposed organization set-up which does not increase total personnel but does provide for much needed supervisory personnel has been developed and recommended by both the Forbes Report and the Jacobs Survey. This organization, when put into effect, will provide more adequate supervision of all areas of the bureau's operation.

Plans and proposals for the coming fiscal year follow:

An improved accounting procedure is being installed to provide

more valuable information to departments having vehicles and equipment repaired at Central Shops. Future monthly invoicing by IBM machine process will include the cost of the repairs and a detailed description of work done. Master files are being established, by vehicle, to provide a basis for evaluation of desireability of retention or continued repairs.

To permit utilization of IBM facilities a controlled, coded, standardized system of numbering vehicles and equipment has been developed. Under this new numbering system Central Shops will assign numbers which will permit immediate identification of owning department and type of vehicle. When the numbering system is fully implemented and the new accounting procedures are in effect more information will be available rapidly at less cost.

Plans are completed for the conversion of "out of service" fire department apparatus to modern serviceable fire fighting units. Work on these units will commence with the new fiscal year.

The following units are involved in this program:

5 - 1957 Seagrave pumpers to be converted to Triple Combination (pump, hose, water) units.
1 - 1950 Tank Wagon to Truck tractor.
1 - La France 1944 tank wagon to Hose tender.
1 - La France 1948 tank wagon to Salvage wagon.
3 - Various Tank Wagons to Relief Hose Tender, Foam Company and Service Company vehicles.

Fifty-two (52) new vehicles for the Police Department will be received in August of 1960. Turn-in units will be stripped of equipment such as sirens, red lights, gun racks, bulletin boards, etc. Equipment will then be installed in new units at the Central Shops.

Plans have been developed and approved for the new Hall of Justice Service Station. It is anticipated that construction will start in the fall of 1960. The operation of this new facility will be the responsibility of the Central Shops.

Table No. 3 in the Appendix shows shop expenditures and cost data.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides a centralized service available to all City and County departments in machine accounting (IBM), blueprinting, photography, photostating, and duplicating which includes mimeograph and offset printing.

The Tabulating and Reproduction Bureau was established in 1945 for the purpose of accomplishing two objectives. First, to

place electronic accounting machines (IBM) and city-owned photographic, blueprinting and other reproduction equipment in a central location where use would be made available to all city departments, and second, to eliminate unnecessary duplication of expensive equipment with its attendant cost of operation and maintenance.

The plan has proven most successful. Each year since its inauguration a greater number of city departments has made use of the services offered. In mimeograph work alone at least ten or twelve departments including the Controller, Purchasing, City Attorney, Board of Supervisors, Municipal Court, and Retirement have taken advantage of the facilities offered by this bureau rather than replace obsolete equipment.

During the fiscal year 1959-1960 the volume of work processed for city departments totaled $212,619.83, an increase of $10,366.56 over the previous fiscal year. This ratio of increase in the volume of work has been constant over the years.

The bureau is administered by a Supervisor of Tabulating and Reproduction, assisted in matters concerning technical and accounting procedures by a Supervisor of Tabulating, a Photographer, and an Account Clerk. Funds for operating expenses are provided by budget transfers and work orders from city departments.

TABULATING SECTION - ROOM 158, CITY HALL:

PERSONNEL:

1 - Supervisor of Tabulating
1 - Senior Tabulating Machine Operator
7 - Tabulating Machine Operators
6 - Key Punch Operators

EQUIPMENT:

9 - Key Punch Machines
3 - Sorting Machines
3 - Collators
1 - Interpreter
1 - Summary Punch
2 - Reproducers
3 - Accounting Machines

The major and recurring operations of the Tabulating Section are:

Department	Function
Municipal Court	Processing Traffic Citations
Civil Service Commission	Salary Survey Data
	Salary Standardization Reports
	Recruitment Records

Department	Function
Controller	Tabulation of Official Bonds Cancelled Warrant Report Summary of Unpaid Property Taxes Purchase Order Encumbrance Posting Report
Tax Collector	License Tax Accounting for Apartments, Hotels, Food Inspection, etc.
Registrar of Voters	Election Officer Payroll Reports Election Statistics
Department of Public Health	Birth and Death Master Index and Statistics Budget Statistics Cost Accounting-Central Office and San Francisco General Hospital T.B. Patient Subsidy Reports Emergency Hospital Statistics
Purchasing Department	Equipment Inventory Central Warehouse Inventory Stores Stationery Control Records of Average Use Fee Tag Reports Purchase Order Registers Shop Expenditure Reports Contract and other Statistics
Public Works Bureau of Engineering	Record of Accepted Streets
Public Utilities Bureau of Light, Heat & Power	Distribution and Accounting Record of the Consumption of Gas and Electricity by City Departments

Recruitment Records, for the Civil Service Commission, concern the machine processing (IBM) of paper work in connection with the examination procedures of the Commission and is a new operation in the Tabulating Bureau that was inaugurated this year. Application of this phase of examination procedure to a system of automation was first surveyed by the International Business Machines Corporation who recommended the establishment of a separate installation in the offices of the Civil Service Commission. Subsequently, we were requested to review the recommendations of IBM and the result of our survey disclosed that a saving of approximately $5,000 per year could be effected by utilizing the services of the Central Tabulating Bureau.

This operation includes machine preparation of "Credential and Notice to Appear for Examination"; "Notice of Ineligibility" which indicates the candidate's total score in relation to the passing score required; "Notice of Eligibility" which indicates the candidate's rank on the list of eligibles, his score in each phase of the examination, and his total score; a media for printing the "List of Eligibles"; and finally a "History Card" for each eligible candidate.

In 1961 the Tabulating Section will expand its operation to include a central tabulating unit in the new Hall of Justice. Establishment of a messenger service between the two locations will preclude the necessity of renting additional expensive equipment until required by future expansion through new applications.

REPRODUCTION SECTION:

The Reproduction Section of the Bureau occupies two locations in the City Hall, Room 50 in the basement and space on the fifth floor which can only be reached by a stairway from the fourth floor. This arrangement is bad in many respects. It affects efficiency of operation by reason that work in progress must be carted back and forth between the two locations to accomplish various steps for completion. It means that deliveries of supplies from vendors and delivery and pickup of work by city departments must be made in two locations, one of these requiring that heavy loads must be carried up or down a steep stairway.

In the fiscal year 1958-1959 initial steps were taken to remedy this situation by providing additional space which adjoins Room 50 in the basement of the City Hall. It is our sincere hope that the way and the means may be found to accomplish this objective during the fiscal year 1960-1961. Replacement of heavy, bulky blueprinting equipment cannot be delayed further because of condition of existing equipment. Additional delivery costs involved in placing this equipment on the fifth floor and subsequent expense to move to the basement location make the proposed move advisable at an early date.

PERSONNEL:

1 - Supervisor of Tabulating and Reproduction
1 - Photographer
1 - Photographer, as needed
1 - Photostat Operator
1 - Photostat Operator, part time
3 - Blueprint Operators
2 - Duplicating Machine Operators
1 - Account Clerk

EQUIPMENT:

1 - Blueprint Machine
2 - Ammonia Process Machines (dry process)
1 - Photostat Machine
2 - Microfilm Cameras
2 - Mimeograph Machines
1 - Offset Duplicating Machine
Cameras
Enlargers
Printers, etc.

Major functions of the Reproduction Section:

Departments	Functions Reproduction of -
All	Departmental Budget Es imates
Various (20)	Annual Reports
Assessor	Real Property Transfer Records
City Attorney	Opinions and other Legal Papers
Board of Supervisors	Calendars and Ordinances
Purchasing	Bids, Specifications and Purchasing Records
Treasurer	Microfilm Record of Checks Deposited
Recreation & Park	Specifications for Construction, Maintenance and Repair of Buildings, Parks and Recreation Facilities
Unified School District	Annual Budget of all Schools
Public Works Engineering Bureau of Architecture Recreation & Park Unified School District	Contract Sets of Blueprints for Construction, Maintenance and Repair of Public Buildings, Street, Sewers, and Recreational Facilities
Public Works City Attorney Unified School District	Photography in Connection with Construction Progress, Earth Slides, Accidents, Redevelopment and Planning.
Assessor, Public Works, Real Estate, Recorder, and Tax Collector	Blueprinting of Block Maps of the City and County

In addition to these recurring activities all blueprinting, dry process printing, photography, photostat, microfilm, and duplicating (offset and mimeograph) work required by 52 city departments is done in the Bureau.

Replacement of the blueprint machine is urgently needed. The present machine was purchased in 1947 and has exceeded its normally expected operational life by about four years. To insure uninterrupted service to city departments in major operations listed above, funds for replacement should be included in the 1961-1962 Budget of the City and County.

A study will be made of work distribution and equipment use before the new tabulating unit is established in the Hall of Justice.

Every effort is being made to keep current on advances that are made in Electronic Data Processing as applicable to City functions.

A P P E N D I X

ORGANIZATION CHART

PURCHASING DEPARTMENT

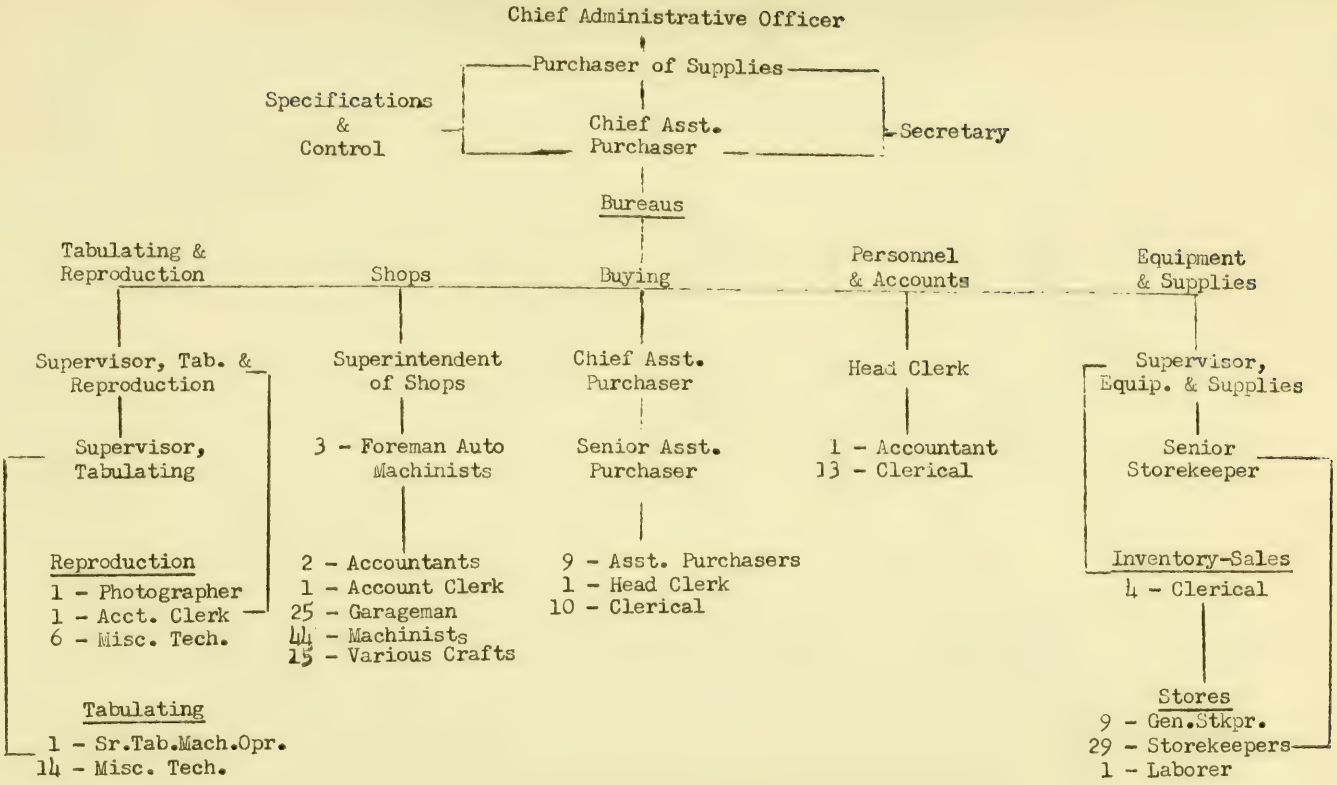


TABLE NO. 1

Showing

Purchase Order Processing

	1959-60		1958-59	
	Purchase Orders	Amount	Purchase Orders	Amount
General	16,922	$6,730,230	16,582	$6,206,650
Education	5,635	2,955,034	5,612	2,740,630
Health	4,672	2,191,560	4,682	2,083,463
Utilities	6,010	5,438,108	6,204	9,323,311
Petty Purchase Orders (not exceeding $50)	10,824	289,741	10,988	277,957
Total	44,063	$17,604,673	44,068	$20,632,011

TABLE NO. 2

EXPENDITURES

Comparison of expenditures with original budget for all appropriations except Personal Services for 1959-1960:

Account	Budgeted	Expended	Surplus	Deficit
Contractual Services 9.311.200.000	22,488	22,374	114	
Materials & Supplies 9.311.300.000	12,475	12,625 **		150
Equipment 9.311.400.311	21,280	21,088	192	
Premium on Official Bonds 9.311.812.311	8,317	7,879	438	
Premium on Auto Insurance 9.311.813.311	24,500	24,492	8	
Membership Dues 9.311.854.311	760	760		
Total	89,820	89,218	752	150

REVENUES

Comparison of Revenues with Estimated Revenues in 1959-1960 budget:

Account	Estimated Revenue	Actual Revenue	Over	Under
7061 Sale of Documents	$ 1,500	1,373	127	
7062 Minor Sales	7,000	3,477	3,523	
7063 Damages	278	0	278	
7064 Miscellaneous Sales	0	885		885
7451 Sale of Sludge	0	268		268
7621 Sale of Grease & Bones	1,600	1,257	343	
Total	10,378	7,260	4,271	1,153

**Included Purchase Orders for Office Supplies encumbered for $181 not yet liquidated.

TABLE NO. 3

SHOP EXPENDITURES

Object	Appropriation	Amount
Administrative Salaries	9.312.110.000	$ 16,261.00
Wages	9.312.130.000	455,108.00
Contractual Services	9.312.200.000	90,780.00
Materials & Supplies	9.312.300.000	187,238.00
Retirement	9.312.800.000	9,882.00
Work Orders	--	49,913.00
Total		$ 809,182.00
Contractual Services	9.312.200.000	Expenditures
Original appropriation	$ 63,559.00	
By transfer	32,477.00	
	$ 96,036.00	
Less unexpended	5,256.00	
		$ 90,780.00
Materials and Supplies	9.312.300.000	
Original appropriation	$ 141,393.00	
By transfer	49,972.00	
	$ 191,365.00	
Less unexpended	4,127.00	
		$ 187,238.00
Total		$ 278,018.00

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

September, 1961

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

September 8, 1961

Annual Report
Fiscal Year 1960-1961

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1961 is herewith respectfully submitted.

As stated in detail in the report the department issued 44,313 purchase orders and miscellaneous encumbered contracts totalling $16,731,790 maintained 26 storerooms, sold $93,200 surplus city property in 18 sales, did 7484 shop jobs amounting to $845,520 and expended $211,915 on reproduction and tabulating. Purchasing was conducted for all city departments, shop operations for 54 departments and reproduction and tabulating for 55 departments.

Every effort is being made to give departments faster and better service. Purchase order processing was speeded by changes in procedures, shop time was reduced by better planning, and tools and other functions accelerated.

The department cooperated in every way possible with the Purchaser's Task Force - Mayor's Committee on Municipal Management. Some task force recommendations were effected where these could be accomplished with existing facilities, personnel and funds.

The problems associated with operating with temporary help were of concern particularly at the main office in the City Hall and in stores.

The following statements on the activities of the department for the past fiscal year answer the specific inquiries of the Mayor to all departments, dated August 22, 1961.

1. There are no capital programs on Purchasing Department facilities.

2. Recommendations on the activities of the department, as stated in the annual report include:

   (a) Establish specification and control system for buying on a full time basis.

Mr. Sherman P. Duckel
Chief Administrative Officer

September 8, 1961

(b) Establish better control for stores by use of standard coding and automated records.

(c) Establish definite policies on motorized equipment replacement.

(d) Change purchasing limits particularly for cash purchases and non-competitive buying.

(e) Expand services of Tabulating Division to serve other city departments.

(f) Expand the Purchasing Department's space on the 2nd floor of the City Hall.

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1960-1961 is given in the appendix, annual report. Funds for departments activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1960-61 is given in the appendix, annual report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the annual report.

As Purchaser of Supplies I believe that all bureaus have performed their functions in a very fine manner. The bureau heads and employees are commended for their efficiency and loyalty to the department and the City.

Very truly yours,

Ben Benas

BEN BENAS
Purchaser of Supplies

September, 1961

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments except Public Utilities and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 201 in five bureaus, the same as in 1959-60. The organization of the Department is shown on the Organization Chart in the appendix.

Supervisory - June 30, 1961

Administrative

B. Benas - Purchaser of Supplies
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Chief Assistant Purchaser - Bureau Head & Asst. Dept. Head
J. C. Gavin - Senior Assistant Purchaser

Equipment and Supplies

J. E. Leary - Supervisor of Equipment and Supplies - Bureau Head
H. R. Stevens - Senior Storekeeper

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head
A. Arnold - Head Clerk - To Jan. 1, 1961

Bureaus - Continued

Shops

A. M. Flaherty - Superintendent of Shops - Bureau Head
J. Fischer - Foreman Auto Machinist
R. Johnstone - Foreman Auto Machinist
B. Shain - Foreman Auto Machinist

Tabulating and Reproduction

G. A. Stanley - Supervisor of Reproduction - Bureau Head
J. W. Bender - Supervisor of Tabulating

The valued services of the following were separated from city employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
Retired			
V. L. Cleary	Blacksmith Finisher	20½	8-1-60
Ella Debenham	General Clerk Typist	16	10-1-60
D. J. Flanagan	Assistant Stationery Buyer	46¼	12-1-60
A. K. Arnold	Head Clerk	30½	1-1-61
F. Coulman	General Storekeeper	16½	1-1-61
F. D. Cosgrove	General Storekeeper	12½	3-1-61
J. Paiva	Auto Machinist	30½	3-1-61
Died			
W. J. Ford	Storekeeper	33½	1-13-61

Mrs. A. K. Arnold retired as Head Clerk in the Purchaser's main office on January 1, 1961, after 30½ years of city service. Her efficient handling of the section having to do with bids and tabulations resulted in maximum service to using departments.

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus, remained substantially the same as in 1959-1960, except for reduced purchases for public utilities. Major accomplishments are indicated in the following table:

Bureau	Unit	1959-1960	1960-1961
Buying	Purchase Orders	44,063	44,313
	Amount	$ 17,604,673	$16,264,547
Equipment & Supplies	Sales Number	16	18
	Sales Amount	$ 110,276	$ 93,200
	Major Stores Operated	15	15
Shops	Job Orders	7,284	7,484
	Expenditures	$ 809,182	$ 845,520
Tabulating and Reproduction	Expenditures -Tabulating	$ 104,721	$ 111,390
	Expenditures - Reproduct.	$ 107,899	$ 100,525

GENERAL COMMENTS

The changes made in paper work associated with purchase orders, bids and specifications as a result of a system study by this department simplified and reduced office work. Every effort was made to reduce the numbers of purchase orders by extended use of the encumbrance method for service contracts. Expanded use of term contracts and blanket orders continued. A specification and control section formed for studies which cannot be done by buyers without impairing their work functioned on an intermittent basis because of lack of personnel. The need for expanding this function to full time is clearly apparent in view of rapid technological advances in processes, equipment, and materials and supplies.

Changes were made in the method presenting data with equipment requisitions and for some categories of supplies to assure purchase of items most suitable for the needs of operating departments under competitive bid conditions.

In addition to the normal work load the Purchasing Department purchased furniture, equipment and supplies for the New Hall of Justice and for new wards at Laguna Honda Home.

Storekeeping records and control and storerooms were materially improved because of more direct supervision, improved methods, and departmental cooperation. The bureau, however, has been handicapped because of lack of personnel and the extended use of temporary employments.

The Central Shops at 800 Quint Street continued to function with increased efficiency as indicated by better condition of city vehicles. Some obsolete equipment was replaced, and other units are scheduled for replacement as funds are made available. The consolidation of operations by functions has resulted in the most efficient use of equipment and personnel. The Shops reconverted Fire Department obsolete motorized equipment to modern needed units at material savings.

No changes in number or classification of p rsonnel for Tabulating or Reproduction Bureau are indicated except one blueprint operator should be reclassified to a sub-foreman operator to provide supervision in the blueprint room on the fifth floor of the City Hall. The blueprinting facilities should be relocated to the basement of the City Hall to provide easy access and better control.

The need for reorganizing accounting and clerical functions is apparent. Changes in classification of supervisory personnel have been recommended in the recent Civil Service classification survey. Any action on reorganization will be delayed pending that taken on the survey recommendations.

Considerable time was spent by the Purchaser, bureau heads and personnel on working with, making reports, and providing data for the Blyth-Zellerbach Survey.

General Comments - Continued

A committee composed of Mr. R. Brooks Larter, Assistant Director, Administrative, Department of Public Works, Mr. Joseph Mignola, Executive Assistant, Chief Administrative Officer and the Purchaser of Supplies, continued a study on the application of electronic data processing (EDP) to departments under the Chief Administrative Officer.

The need for additional office space at the City Hall is critical. This matter will be considered when the Bureau of Building Inspection, Department of Public Works moves to 450 McAllister Street, scheduled for 1962.

STUDIES AND IMPROVEMENTS

As stated under the separate bureaus, studies for improvement and simplification of operations continued.

Studies

Studies are continually being made on methods and procedures to reduce the large number of purchase orders issued for small purchases. A method involving the extended use of the Purchaser's Revolving Fund and increased limits for cash purchases is expected to be put into effect in 1961-62 to assist in accomplishing this.

The study on purchase order processing and writing resulted in the proposed use of the "Friden Flexowriter", expected to be installed about January, 1962.

The continued study of storekeeping methods resulted in improved operations.

Studies were made in Shop operations to determine what work should be done by city forces or by contract.

The Reproduction Section continually studied form design with departments for easier and less costly reproduction. The Tabulating Section conferred with departments to determine new areas or expanded use particularly with reference to the New Hall of Justice and City Hall.

Improvements

Improvements were made to the Purchasing Department offices at the City Hall by installation of new files.

New employee facilities were installed at the Central Warehouse.

CIVIL DEFENSE

Planning and programming of Purchasing Department Civil Defense activities continued under Mr. C. P. Webster, Department Civil Defense Co-ordinator. The following is the report of Civil Defense activities of the Purchasing Department during the fiscal year:

(A) This department, operating as Supply Service, took an active part in "Command Post Exercise" of September 30, 1960, and in "Operation Alert 1961" on April 28, 1961. Representatives of Supply Service met on several occasions with members of the Petroleum Coordinating Committee and other Civil Defense officials to discuss and resolve various problems.

(B) Disaster Instructions for employees were prepared, reviewed with employees, and posted in the various areas occupied by Purchasing Department personnel.

(C) Plans were being made as to sources of and procedures for obtaining the many items shown on lists of emergency supplies submitted by various city departments.

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following:

I. Buying - Bids and Awards

A. Preparation of bids:

1. Technical specifications
2. Contractual conditions

B. Advertising and mailing bids

C. Opening and tabulating bids

D. Review and award of bids

1. Determination of suitability of alternate offers

a. Review of specifications and information furnished by bidder
b. Laboratory and operating tests
c. Investigation of use by others
d. Other investigations and analysis

2. Determination of bid compliance with legal and contractual requirements.

E. Preparation of contracts

II. Buying - Related Functions

A. Specifications and control

1. Analysis of records of average use
2. Specifications

a. Development and revision
b. Maintenance of specification file

3. Inception of new term contracts

a. Determination of desirability
b. Preparation of technical specifications and contractual conditions

4. Review of:

a. Policies
b. Methods
c. Forms

PERSONNEL

The Buying Division is headed by the Chief Assistant Purchaser and includes 10 assistant purchasers. The clerical staff, under the Bureau of Personnel and Accounts, is engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file, and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Detailed employments are as follows:

1 - Chief Assistant Purchaser of Supplies
1 - Senior Assistant Purchaser of Supplies
7 - Assistant Purchaser of Supplies
1 - Printing and Stationery Buyer
1 - Assistant Stationery Buyer

OPERATIONS

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

As previously stated all purchasing done in this office with the exception of term contracts based on estimated quantities starts with the receipt of a Requisition for Purchase Order from the using department. The suitability of the article or service purchased is directly related to the completeness and accuracy of the information contained in the requisition.

Upon receipt in the Purchasing Department the requisition is assigned to an Assistant Purchaser who is responsible for first determining as far as practical if the information furnished is sufficient to ensure that the article or service to be purchased will be suitable for its intended use.

In requisitions for equipment, materials and supplies the degree and extent of such information is contingent upon the nature of the article to be purchased. The following examples of check factors which apply to equipment items specifically but which are to some extent applicable to many other articles are particularly important when bids are required:

1. Is reference made, by manufacturer's or brand name and model number, to an acceptable item to be used as a quality standard?

2. If physical specifications are included:

   a. Is the need for restrictive details readily apparent or have they been fully explained?

   b. Are unnecessary specification details included?

   c. If dimensions or capacities are given, have reasonable tolerances been indicated or is the need for specific dimensions or capacities readily apparent or fully explained?

3. Are performance requirements clearly set forth?

If requisitions are for services for which bids will be required the information desired varies somewhat from that necessary for tangible articles but the basic concept is the same - are requirements fully and completely expressed with no restrictive factors included unless the reasons for such is readily apparent or fully explained.

The Purchasing Department requests the cooperation of other departments in preparing requisitions that will comply with the competitive purchase requirements of the Charter and Administrative Code, permit the most economical expenditure of public money and provide the most suitable articles or services for City and School District use. Departments are invited to discuss preparation of requisitions (as well as other purchasing methods) with the Purchasing Department.

Specifications are constantly being reviewed and revised, where desirable, in order that the most suitable articles or services be procured for city use. Suggested changes in or comments regarding specifications are solicited.

The method for internal checks established in 1958-59 were continued. These have freed supervisory personnel from the necessity of checking routine buying functions in detail.

As time is available personnel are assigned to:

1. Review specifications, forms and procedures.

2. Analyze past purchases with a view towards establishing additional term contracts for articles and services where desirable.

The need for a separate section to expand the above services is apparent if the department is to most efficiently and effectively perform its purchasing functions. This work is now being done on an intermittent basis as time is available. Every effort should be made to procure a full time employment, preferably a Senior Assistant Purchaser, for this work.

Whenever practical, term contracts are entered into for various services and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. Departments have been notified to inform the Purchasing Department regarding services or articles that might be advantageously purchased for them on term contracts.

Procurement of insurance in accordance with the provisions of Section 21.2-1 of the Administrative Code has been continued. Substantial savings were effected in vehicle liability insurance. Now covered are all City vehicles except Municipal Railway revenue vehicles and Police, Fire and Health emergency vehicles.

The extension of definite quantity contracts to cover occasional recurring purchases during the fiscal year has been satisfactorily expanded to cover many items of equipment used in some quantity by the San Francisco Unified School District.

New term contracts initiated during the year include:

1. Sound Equipment Operation and Rental
2. Liquid Firefighting Foam
3. Rebuilding Parking Meter Timers
4. Photographs of Sewer Interiors
5. Reworking Street Car Springs
6. Bulk Liquid Carbon Dioxide
7. Reinsulating Metal Castings
8. Re-upholster Airport Furniture
9. Paint Jobs on Repaired Automobiles
10. Fire Fighters' Protective Clothing

Large or unusual purchases during the year include the following:

1. Equipment for the New Hall of Justice. With the cooperation of the Bureau of Architecture and departments who will occupy the building a high degree of uniformity was achieved in office furniture.

2. Planetarium for San Francisco City College.

3. New Scoreboards for Kezar Stadium.

4. Broadcast educational television and radio studio for San Francisco City College.

5. Emergency procurement of equipment and supplies for new ward at Laguna Honda Home.

During the fiscal year 44,313 purchase orders and miscellaneous encumbered contracts were issued in the total amount of $16,731,790. Detailed analysis is shown in Table No. 1 in the Appendix.

GENERAL

TESTING METHODS - File Cabinets

The purchase of a substantial quantity of metal filing cabinets for the New Hall of Justice made it feasible and desirable to perform tests which would permit, as far as possible, an objective evaluation of the equipment offered. Physical tests and accelerated use test developed by the Federal Government were used. In brief, the test provided for unusual distortion of the cabinet by controlled methods to determine rigidity and durability; and, to determine useful life, for a drawer to be opened and closed 50,000 cycles. Several local jurisdictions have devised their own tests based on the Federal Specification test but it was decided to use applicable portions of the Federal test, exactly as set forth in Specification AA-F-359, as being familiar to all manufacturers. It is felt that the file cabinets selected on the basis of the tests are of high quality, suitable in all respects for long, hard, trouble-free use. The drawer cycle test was made with apparatus designed and built at the Purchasing Department Shops where all tests were made by skilled mechanics under close control and supervision.

STUDIES & IMPROVEMENTS

A. Studies

A systems analysis and work simplification study was made of each operation and form processed in the Buying and Accounting Bureaus. This study embodied following each form in sequence from its inception to final disposition. Changes were then made in processing and some steps and records eliminated resulting in time and cost savings.

B. Improvements

During the 1961-1962 fiscal year it is proposed to:

1. Install a new purchase order writing unit which will speed the order writing, automatically extend and total item prices, and furnish badly needed statistical data.

2. In connection with the new order writing machine, develop a material code for City-wide use, which when used with the machine will expedite purchasing and make possible full utilization of resulting statistical data.

3. Continue to improve work simplification, forms, procedures and specifications and add term contracts as desirable.

The above is to be accomplished, as far as possible, with existing personnel. Complete fulfillment of these aims and other advisable studies and improvements is contingent upon the establishment of a new position of Senior Assistant Purchaser of Supplies to head and form the nucleus of a Specifications and Control Section.

BUREAU OF PERSONNEL AND ACCOUNTS

This Bureau, supervised by a Head Clerk with 25 clerical employees, has charge of budgetary and personnel functions, processes bids, purchase orders and contracts; checks invoices for payment by Controller, sell charters, codes and other documents, and procures official bonds for officers and employees.

During the fiscal year 33,090 "regular" purchase orders totalling $15,660,417; 11,223 "petty" purchase orders totalling $302,065; and miscellaneous encumbered contracts totalling $769,308 were processed. Table No. 1 in the Appendix shows details of purchase orders processed.

Sales of charters and codes amounted to $7771 and other documents $835.

Discounts earned during the fiscal year amounted to $42,208 or 99.0 of the total allowable.

The Administrative Code was amended during the year to provide for a blanket bond for officers not required by the Charter or State law to give individual bonds. This will eliminate a great deal of detail formerly required in this department, as well as in the Controller's and Recorder's offices, in handling approximately one hundred individual bonds.

Statistics showing comparison of expenditures with budget allowances and comparison of revenues with estimated revenues are shown in Table No. 2 in the Appendix.

STUDIES AND IMPROVEMENTS

Studies

The discontinuance of pasting copies of newspaper advertisements on all copies mailed to prospective bidders saved many hours of labor and reduced purchase costs of extra copies of newspaper advertisements.

The extended use of the method of encumbering funds for definite periods on service and other contracts, where the monthly payment is constant and paying from departmental encumbrance requests, will reduce the number of purchase orders processed and simplify office procedure.

Improvements

An extensive study has shown that the use of automation in the processing of requests for bids and writing of purchase orders will produce the following results:

1. Expedite and increase accuracy in processing purchase orders.
2. Provide information, not now available, regarding frequency and quantities of commodities used by various departments, which will be of material assistance in making management decisions.
3. Release part of the time of several employees to be utilized in other desirable activities.

Funds for rental of the necessary equipment have been provided in the 1961-1962 budget. Preliminary plans for programming the work are now being made.

BUREAU OF EQUIPMENT AND SUPPLIES

The Bureau of Equipment and Supplies operates and maintains central warehouse and storerooms in various City departments, receives and issues materials, supplies and equipment for all departments of the City and County of San Francisco, and makes miscellaneous emergency purchases for the account of the various agencies. This Bureau arranges the sale of and sells surplus and obsolete personal property belonging to the City, exchanges equipment between departments, maintains a perpetual inventory of all materials purchased for the City and County of San Francisco and makes periodic checks of such property. The Bureau maintains control of the entire automotive fleet, including the listing, insurance and the reporting of all accidents.

The following locations are staffed and operated by the Division of Sales, Inventory and Stores:

Name and Location		Amount of Inventory
Central Warehouse - 15th & Harrison	Stationery	$12,300
	Janitorial Supplies	5,100
	2400 cans Foodstuffs	**
	Misc. Furniture	**
Central Warehouse Yard - 1849 Harrison St.	Pipe & Sewer Material	**
Department of Public Works - 2323 Army St.		83,167
Water Department - 639 Bryant Street		449,127
Hetch Hetchy - Mocassin, California		47,282
San Francisco Airport - South San Francisco		21,800
Municipal Railway - 24th & Utah Sts.		206.957
- General Stores		174,800
- Elkton Yard		170,777
- Potrero		76,119
- Washington & Mason (Sub-Store) (plus three Sub-Stores)		24,289
Health Department - San Francisco Hospital, 22nd & Potrero		265,000
- Laguna Honda Home, 7th Ave. & Dewey Blvd.		133,000
- Hassler Health Home, Redwood City, Calif.		11,312
Public Welfare - Single Mens' Rehabilitation Center Redwood City, Calif.		2,683
Dept. of Electricity - 264 Golden Gate Ave.		
Recreation and Park		16,000
Sheriff		48,500
Central Shop Store - Hall of Justice Garage - Sub-store		75,000

** Storage only - Amount included with departmental inventory.

PERSONNEL

The Sales, Inventory, and Stores Divisions are staffed by the following permanent Civil Service personnel:

1	- Supervisor of Equipment & Supplies
1	- Senior Storekeeper
1	- General Clerk-Stenographer
2	- General Clerk-Typists
1	- General Clerk
10	- General Storekeepers
29	- Storekeepers
1	- Laborer
Total 46	

SALES DIVISION

Eighteen sales were conducted during the fiscal year under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales, preparation of sales, inviting interested buyers to bid, opening and awarding of bids, collecting and depositing all money received from buyers with the City Treasurer and keeping records of correspondence relative to the sales.

The total revenue from sales was $93,200.47, as follows:

Misc. Metal Scrap and Salvage	$ 18,741.16
Trolley Coaches	8,565.18
Used Automobiles	29,989.55
Used Trucks	8,027.32
Railway Salvage Parts & Budd Wheels	21,358.22
Sand	1,259.48
Sludge	3,038.20
Misc. Sales and Revenue	610.45
Sacks	599.47
Grease	668.98
Fire Hose	342.46
Total Revenue from Sales	$ 93,200.47

The Bureau continued its selling procedure on used automobiles. By "Spot Bid Sales", in place of sealed bids, more revenue per car is realized and sales are more speedily conducted and expedited. This method was well received by trade buyers. One hundred and thirteen passenger automobiles, sixty-two trucks, and thirty-nine buses were sold.

INVENTORY DIVISION

The program for this division includes the maintenance of a perpetual inventory of the City's equipment, moving and transferring, investigation and reporting of missing or stolen property, and transferring of used equipment between departments.

This division was assigned the task of coordinating the move to the New Hall of Justice. Procedures and manuals were set up for orderly control of moving equipment and supplies which included estimates and budget appropriations to cover all contractual services dealing with the move. Meetings and conferences were held with department heads concerned to facilitate and expedite the proposed move.

Due to the release of used and discarded equipment in the old Hall of Justice it is anticipated that most of this equipment will be rehabilitated obviating the need of purchasing some new equipment.

INVENTORY DIVISION - Continued

An important responsibility of this division continues to be automobile control. The integration of the automobile administration into a central control, with the use of the IBM system, has been completed. This provides a practical, comprehensive and flexible program in dealing with acquisition, assignment, licensing, insurance and disposition of City's entire automobile fleet, valued at $1,900,000, and comprising approximately 3000 vehicles. Automobile insurance coverages were extended to cover all City vehicles with the exclusion of emergency vehicles - Police, Fire and ambulances, and Municipal Railway revenue vehicles. Insurance coverages were extended from $50/100,000 to $100/100,000 Bodily Injury Liability and $25,000 to $100,000 Property Damage Liability, thus affording substantially increased protection. Strict liaison has been maintained between the Central Shops, various departments and California Department of Motor Vehicles.

The Inventory Division set up a new coding system with the Central Shops to cover City owned vehicles, which will be used in conjunction with IBM, to facilitate cost accounting of automobiles repaired and serviced.

This division is also planning a change in the method of inventorying all City equipment which will bring the inventory current and provide the department a more flexible and comprehensive system.

The necessary furniture and office equipment was supplied offices for the Jacobs Survey, Blyth-Zellerbach Commission, Retirement Actuarial Committee and Mayor's Safety Committee.

STORES DIVISION

Many changes have occurred during the past year. The Recreation and Park store has been stocked with all materials required to operate this division, most of which, in the past, had been carried at Central Warehouse. All material carried has been coded and a Kardex card control established. Having all material near the using division has speeded up service.

Central Shops store is in the process of having material coded, eliminating all obsolete stock, and building up a stock of active moving items required to service equipment in active use. Charging off items under 25¢ a unit to maintenance accounts cut bookkeeping costs in half.

At some store divisions new types of records geared to automation are being established to speed the processing of requisitions and for better regulation and control.

The Senior Storekeeper is working with a Purchasing Department Committee to establish a new universal coding system, to be used by all City departments, so that like items will have the same identifying code regardless of department.

The Procurement Procedure Manual has been brought up-to-date and distributed to all storekeepers in the department. Manuals have been made by most General Storekeepers on operational procedure in their own divisions.

GENERAL

The need for more storekeeping personnel at some locations is critical. The same conditions prevail at Recreation-Park storeroom as was reported last year - only one Storekeeper to perform work normally done by a General Storekeeper and a Storekeeper. The Recreation and Park Commission loaned a laborer to assist in the stores operations. The establishment of one General Storekeeper would relieve the storeroom of this laborer as well as taking over much of the paper work (ordering, receiving and clearing of material received reports for payment).

Consideration should be given to obtaining additional storekeepers in the Sheriff's Department. At present, there is one General Storekeeper, stationed at the City Hall, who requisitions and processes, however, actual storekeeping at field locations is being performed by two high priced jailers. The need for trained storekeepers is acute considering accountability for equipment and foodstuffs at the jail at the New Hall of Justice and the County Jail in San Bruno.

Lack of adequate vacation and sick leave replacements has adversely effected efficient operations of some storerooms.

The Supervisor of Equipment and Supplies and his staff of General Storekeepers completed an In-Service Pilot Training Program conducted by the Civil Service Commission and the San Francisco Unified School District. This schooling provided a worthwhile medium and greatly added to skills in evaluating, training and handling employees. The Bureau also had its own in-training program.

In conjunction with the Blyth-Zellerbach survey, to bring up-to-date methods used by various large corporations, the Standard Oil of California's Richmond Store Division and the California Packing Corporation's Alameda warehouse were inspected. The information obtained was later disseminated by the inspection group to all General Storekeepers and Storekeepers. One of the things learned was that automation is beneficial in handling of material and in record keeping.

All store personnel were encouraged to attend the Materials Handling and Packaging Conference held at the Cow Palace in February, 1961 to bring storekeepers up-to-date on the use and availability of new types of handling equipment, and adaption of the equipment to their particular operation.

Periodic meetings were held for all supervisory personnel on operating changes and projected procedures.

One General Storekeeper served as the Bureau's safety officer; attended local meetings of the national and state Safety Council; checked and reviewed all accidents and safety measures with the bureau head and storekeeping personnel.

GENERAL - Continued

Some Stores Divisions are operating with the new encumbrance requests on vendors covering a period of one year or term of a contract. This eliminates the necessity of typing new requisitions each month.

Three supervisory personnel completed two separate evening courses, held by the University of California Extension, one on "Supervisory Methods" and the other on "Introduction to the Study of Public Administration", to obtain a better knowledge of their daily responsibilities as well as preparing for the future.

The Bureau conducted surveys, audits, educational programs and made routine changes in personnel with a view toward more efficient, economical and practical administration.

Personnel attended Civilian Defense meetings and established stations and programs for operations should a cataclysmic event occur.

The Stores Division was handicapped because 5 permanent B-352 Storekeepers were not replaced with permanent employments. Operations were not not as efficient using 15 non-Civil Service employees for these positions because of the time required for training. As a result certain storekeeping functions had to be neglected.

Much favorable publicity has been given the City by the daily press, radio and TV, locally and nationally, trade and national magazines, in connection with the sales program.

BUREAU OF SHOPS

The Purchaser's Central Shops and shops and car service stations at other locations maintain motorized equipment for 54 departments totaling about 1600 units, and do other work requiring the services of the crafts employed. Shops are located at Central Shops, Golden Gate Park and Hall of Justice. Car service is provided at the Department of Public Work's Army Street Yard, 19th Avenue Station, Health Department Garage, Department of Electricity Yard, Police Motorcycle Headquarters, and 15th & Harrison Streets Service Station. The major portion of the work is performed at the Central Shops.

With the cooperation of the Police Department and the Department of Public Work's Bureau of Architecture, the New Hall of Justice Service Station was constructed and will be placed in operation August, 1961, to provide service to the Police Department and other occupants of the New Hall of Justice and for City Hall and other city vehicles. Installations at the old Hall of Justice, Police Motorcycle Service, Southern Station, and 15th and Harrison Streets Service Station are to be abandoned.

The Central Shops have three main shop areas: 1. Automobile 2. Truck 3. Fire, and the following auxiliaries: Machine, Blacksmith, Pattern, Paint, Hose, Upholstery, Body and Fender, Tire, and Service Station.

The Bureau has 88 budgeted employments.

1 - General Superintendent
3 - Automotive machinist foremen
2 - Automotive machinist sub-foremen
33 - Automotive machinists
9 - Machinists
3 - Auto fender and body workers
3 - Car and auto painters
22 - Garagemen
2 - Patternmakers
1 - Leatherworker - upholsterer
3 - Blacksmiths
2 - Blacksmith finishers
1 - Chauffeur
2 - Accountants
1 - Account clerk

In addition, 1 general storekeeper and 1 storekeeper at the Central Shops are employed full time to procure, store and issue stock.

Automobile Shop

The Automobile Shop completed 2479 jobs including motor overhauls, clutch and transmission repairs, brake relines, accident repairs, etc. In addition, 50 new police cars were processed by installing sirens, red lights, gun racks, extra batteries, etc.

An Alemite Wheel Aligning Unit was installed to realign vehicle front ends without having to depend on outside contractors. An $800 per year savings is expected.

Automobile Shops - Continued

Automatic transmission jacks were also purchased to speed up the removal and replacement of automatic transmissions and a "Safe Arc" brake shoe grinder attachment to better brake reline modern cars.

Truck Shop

The Truck Shop repaired 2844 pieces of equipment consisting mainly of major overhauls on heavy dump trucks, large tank flushing trucks, sewer eductors, motor sweepers and road tandem rollers, plus the regular running repair and maintenance of trucks and equipment belonging to the Department of Public Works. The Truck Shop Foreman also supervises greasing and servicing work at the Army Street Maintenance Yard.

Fire Shop

The Fire Shop section of the Central Shops completed a total of 845 jobs and answered 1739 service calls for minor repairs to fire equipment in fire houses, a reduction of 178 from 1959-60.

The conversion program continued at an accelerated rate - 5 Seagrave Pumps were converted to triple combination apparatus; 1 Tank Wagon to a Truck Company Tractor; 1 Tank Wagon to a Salvage Wagon; and 1 Aerial Truck was rebuilt, modernized and repainted.

Three new American LaFrance Combination Pumpers, (one equipped with a Turbine Engine) and 1 new aerial ladder truck were equipped, tested and put into service.

The following major maintenance and repair jobs (with numerous minor repairs incorporated) were accomplished:

6 engines removed and completely overhauled
38 clutch jobs
66 brake jobs
50 engine repairs
36 transmissions repaired
33 engine tune-ups
58 electrical repairs
17 rear axle jobs
49 main pumps repaired and packed
23 muffler and tail pipes replaced
5 steering gears repaired
17 engine oil leaks repaired
22 radiators removed and repaired

A grease and inspection program was initiated whereby fire apparatus can be driven regularly to the shops for necessary grease jobs and minor repairs made immediately eliminating possible major repair problems. Under this program the garagemen changed 180 batteries and performed 71 grease jobs.

There is insufficient man power in the Fire Department and associated shops. Because of the manner in which funds are budgeted it has been necessary to use personnel normally assigned to maintenance and repair, for conversion work. This problem is particularly acute in the Paint Shop. Steps for correction are being considered.

Pattern Shop

The Pattern Shop completed 88 major jobs, made 15 patterns, repaired 40 Fire Department ladders, manufactured 17 new ladders, repaired office furniture, made cabinets, peg boards for the Fire Department, and made boxes and other equipment necessary to equip new and old apparatus.

In respect to new ladders - the Central Shops designed, made the necessary jigs and fixtures, and went into the production of a new 35 foot extention ladder for the S.F.F.D. Truck Companies. This is a lighter, more compact extention ladder, not commercially available, never carried before on Fire Department Truck Companies, and is proving to be invaluable for quick and easy handling.

Paint Shop

The Paint Shop completely repainted 10 D.P.W. trucks, 1 fire truck, major paint work on 31 fire apparatus and numerous other city vehicles.

City seals, Police and Fire Department seals and decals, special numbers and letters, etc. were applied to all new and repainted city vehicles.

Hose Shop

Activities of the Hose Shop include:

1. Physical and hydrostatic inspections and testing of 28,000 feet of various sizes of new fire hose for fire, park and utilities (airport) services. The distribution, identification and stamping of a major portion of the new hose resulted in the rotation of 18,550 feet of hose from high pressure to low pressure zones; an equal amount from low pressure zones to the emergency reserve or "watch line" stocks; and finally to condemned or salvage row. From the salvage group approximately 7500 "selected" feet was reclaimed for other special uses (non high pressure) such as street cleaning, sewer, street repair, park, water, sheriff (Co. Jail Farms), etc.

2. Field inspections and miscellaneous valve, hose, suction and extinguisher service and repairs were rendered to various engine, truck and special equipment companies including airport, fire boat, pumping stations and Department of Public Works as required or requested.

3. A total of 43 Fire Department high pressure reducing valves were serviced including complete dismantling of each, cleaning, checking for wear, refitting or rebuilding, adjusting and recalibrating and final testing.

4. Maintenance and repairs were extended to blueprint, photostatic and other miscellaneous equipment in the Reproduction Bureau as required.

5. The year closed with the completion of tests on various competitive filing and card index cabinets as requested by and for the information of the Purchaser of Supplies. These test procedures were performed in accordance with Federal Specifications and were made on test equipment especially designed and built by Central Shop personnel.

Body and Fender Shop

A radiator section was installed in the Body and Fender Shop. This section processed 250 radiators previously sent to outside contractors, resulting in a savings of approximately $2125 in a six months period or about $8.50 per radiator.

Tire Shop

The Tire Shop inspects tires on cars, trucks and fire apparatus and replaces with new or recapped tires as required.

Park Automotive Shop

This shop is located in the Golden Gate Park Maintenance Yard and is charged with the maintenance and repair of 282 various pieces of Recreation and Park maintenance equipment. A total of 1316 jobs were completed; 741 automotive repairs; 575 mower repairs and, in addition, gas, oil and grease service was provided to the Recreation & Park fleet.

Hall of Justice Garage

The Hall of Justice Garage, located in the basement of the Hall of Justice, is charged with the servicing and fueling of Police passenger cars and trucks. This facility made 912 tows, charged 1463 batteries, changed 2920 tires, made 1043 electrical repairs, made 1443 brake and 321 clutch adjustments, did 611 tune-ups, etc. during the year. Service is provided the Police Department 7 days a week, 16 hours a day.

It is planned to move this operation to the New Hall of Justice Service Station, 950 Bryant Street, September 1, 1961.

STUDIES AND IMPROVEMENTS

Studies

1. Studies on Bureau organization to provide maximum service with existing or expanded personnel.

2. Study on what relative costs and time factors of doing work by city shops now being done under contract with particular reference to motorcycle repairs and services, engine overhauls, body and fender work, and painting.

3. Study on providing gas service for all vehicles at all locations.

Improvements

Improvements made in the Central Shops and its operations are as follows:

1. The Machine Shop was relocated to a more suitable area; as a result machine tools were set up for more efficient operation and surplus tools taken out of service.

Improvements - Continued

2. A radiator repair section was set up in the Body and Fender Shop.

3. A proposed organizational set up to provide urgently needed supervisory personnel as recommended by the Forbes Report and Jacobs Survey, was approved by the Civil Service Commission, Mayor, etc. and will be put into effect in 1961-62.

4. An improved accounting procedure has been developed and will be put into effect after July 1, 1961, under which departments utilizing facilities of the Central Shops will be furnished individual invoicing on each repair job; description and cost of work performed will be furnished on one document; the invoices will have attached an IBM recap by job number, unit number and chargesand a semi-annual report will be furnished upon request to each department showing total expenditures for each unit as well as for the entire department. If properly utilized a considerable accounting work load saving can be effected by the operating departments at no additional cost to them.

   In conjunction with this improved accounting system a uniform city-wide numbering system for city vehicles and equipment was initiated. All units repaired at the Shops have these new numbers assigned and installed making it possible to immediately identify the owning department and to classify the type of unit by its six digit number. This numbering system is expected to prove extremely valuable in the future in securing information on cost of repairs and operation of the various classes of trucks, passenger cars and miscellaneous equipment.

Experience indicates, after the second year of operation, that certain alterations and improvements to Central Shops are necessary. These changes which have also been recommended by the Blyth-Zellerback Committee will be included in the 1962-63 Capital Improvement Program.

1. Though hydraulic hoists were provided in the shops for lifting passenger cars and light trucks, no provision was made for heavy lifting of fire trucks, dump trucks, and other heavy duty rigs. Three heavy duty twin post hoists will be needed in the Truck Shop and two in the Fire Shop.

2. Certain doors in the new shops are too small to drive trucks through for maintenance and repair and storeroom doors too small to accommodate a fork lift with pallets. Alterations should be made on 8 sliding doors and 6 windows. Funds for these improvements were requested but not allowed in the 1961-62 budget.

3. Additional storeroom space is needed. This can be accomplished by the construction of 1500 square feet of mezzanine in the west storeroom.

4. A fire hydrant essential for the testing of new and rebuilt pumpers should be installed in the Central Shops yard near the "Fire Shop". At present it is necessary for the mechanic to take the fire apparatus and his tools to the nearest street hydrant for testing.

5. Large window areas on the west end of building allow an excess of bright sunlight and heat in these working areas. It will be necessary to shade or screen these windows for the relief of personnel involved and because of the fact that excess sun and heat is drying out new and rebuilt ladders in the exposed ladder storage area.

In addition to the above, plans and proposals for the coming year include:

1. Improving the operations and general layout of the Blacksmith Shop.

Fire Department Conversions

2. (a) Converting 5 late model Segrave Fire Pumpers to Triple Combination units (pump, hose, water) to conform with the Fire Department's operational policy.

   (b) Converting Salvage Wagon to Special Service Squad (air-oxygen unit).

   (c) Converting surplus Tank Wagon to Hose Tender.

   (d) Rebuilding and repainting Aerial Truck apparatus.

3. Prepare 50 new passenger cars for Police Department service.

4. Initiating a preventive maintenance program for Police Department vehicles at the New Hall of Justice Service Station, by periodical inspection and repair, to prevent vehicular breakdown and to provide more dependable operation.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides a centralized service available to all City and County departments in machine accounting (IBM), blueprinting, photography, photostating, and duplicating which includes mimeograph and offset printing.

During the fiscal year 1960-1961 t he Tabulating and Reproduction Bureau processed 841, 030 traffic citations for the Municipal Court; billed and maintained machine accounting records of 17,597 license tax accounts for the Tax Collector; microfilmed and printed 59,653 transcripts of changes in property ownership for the Assessor; reproduced approximately 25,000 copies of 1961-1962 budget estimate sheets for city departments; printed 40,000 block maps for the Block Books of the Assessor, Tax Collector, Real Estate, Recorder, Public Works, Purchasing Departments and other blueprinting and Reproduction work.

These examples indicate the varied data-processing and reproduction operations performed by the bureau in serving the requirements of 55 city departments who make regular use of its facilities. Greater detail concerning operations of the bureau is given in subsequent sections of this report. The total cost to city departments for all work processed during the fiscal year 1960-1961 amounted to $211,915.

The Bureau is administered by a Supervisor of Tabulating and Reproduction with the assistance of an Account Clerk who maintains all fiscal records. Funds for operating expenses are provided by budget transfers and work orders from city departments.

TABULATING SECTION - ROOM 158, CITY HALL

Personnel
- 1 Supervisor of Tabulating
- 1 Senior Tabulating Machine Operator
- 7 Tabulating Machine Operators
- 6 Key Punch Operators

Equipment
- 9 Key Punch Machines
- 3 Sorting Machines
- 3 Collators
- 1 Interpreter
- 1 Summary Punch
- 2 Reproducers
- 3 Accounting Machines

Major Recurring Functions of the Tabulating Section:

Department	Function
Municipal Court	Traffic Citations: Calendars, Notices, Warrants, Adjudication Statistics, Abstracts, Miscellaneous Records and Reports.
Civil Service Commission	Salary Standardization Reports Salary Survey Data Analysis Recruitment and Examination Records

Department	Function
Controller	Budget Statistics Tabulation of Official Bonds Cancelled Warrant Reports Summary of Unpaid Property Taxes Daily Encumbrance Posting Reports(P.O.'s)
Tax Collector	License Tax Accounting: Hotels, Apartment Houses, Food Inspection, Pin Ball Machines, etc.
Registrar of Voters	Election Officer Payroll Election Analysis and Statistics
Department of Public Health	Birth and Death Index and Statistics Budget Statistics Cost Accounting - Central Office and San Francisco General Hospital T.B. Patient Subsidy Reports Emergency Hospital Statistics
Purchasing Department	Inventories - Equipment and Warehouse Stores Stationery Control Records of Average Use (Materials) Fee Tag Reports Purchase Order Registers Shop Expenditure Reports Contracts and other Statistics
Public Utilities Bureau Light, Heat, & Power	Distribution and Accounting Records of Consumption of Gas and Electricity by City and County Departments

During the fiscal year 1960-1961 plans were completed for expansion of the Tabulating Section of the Bureau to include a unit in the new Hall of Justice to serve the departments that would be located there. Realizing that the shifting of some of our operations to this newly equipped unit would result in available machine time at t he City Hall, we undertook the study and development of several new data-processing applications. The following were approved in the budget for 1961-1962 and will be inaugurated in the coming months.

Department	New Operation
Department of Public Health	Accounting and Statistics for: Field Nursing, Sanitation Inspection, Mental Health Program
Tax Collector	Transient Hotel Occupancy Tax
Fire Department	Annual Permit Renewals: Gas Stations, Garages, Welding and Paint Spray Plants, etc.

Department	New Operation
Central Shops, Purchasing Department	Vehicle Maintenance Cost Accounting and Statistics
Municipal Court	Court Calendars, Complaints and Indexes (arrests)

In line with our continued effort to improve data-processing methods and reduce operational cost to the departments we have adopted the use of continuous IBM card forms for all license tax accounting. As a result of this change we will no longer require a bill feed attachment on the accounting machine which rents for $600 per year. In addition, because continuous cards are obtainable in two-part forms, original and carbon copy, we save one pass of the entire billing file through the accounting machines. This is most important because license tax accounts are increasing in number through changes made in the San Francisco Municipal Code and Machine time has become a major factor. For example, the reduction from four-family dwelling units to three-family dwelling units in the classification of apartment houses has added some seven or eight thousand license tax accounts.

REPRODUCTION SECTION - 2 LOCATIONS, ROOM 50 BASEMENT AND 5TH FLOOR

Personnel
- 1 Supervisor of Tabulating and Reproduction
- 1 Photographer
- 1 Photographer, as needed
- 1 Photostat Operator
- 1 Photostat Operator, part time
- 3 Blueprint Operators
- 2 Duplicating Machine Operators
- 1 Account Clerk

Equipment
- 1 Blueprint Machine
- 2 Ammonia Process Machines (dry process)
- 1 Photostat Machine
- 2 Microfilm Cameras
- 2 Mimeograph Machines
- 1 Offset Duplicating Machine
- Cameras
- Enlargers
- Printers, etc.

Major Recurring Functions of the Reproduction Section:

Department	Function
	Reproduction of:
All	Departmental Budget Estimates
Various (20)	Annual Reports
Assessor	Real Property Transfer Records
City Attorney	Opinions and other Legal Papers
Board of Supervisors	Calendars and Ordinances
Purchasing	Bids, Specifications, and Purchasing records
Treasurer	Microfilm Record of Checks Deposited
Recreation & Park	Specifications for Construction, Maintenance, and Repair of Buildings, Parks, and Recreation Facilities
S.F. Unified School District	Annual B udget
Public Works Engineering Bureau of Architecture Recreation & Park S.F. Unified School District	Contract Sets of Blueprints for Construction, Maintenance, and Repair of Public Buildings, Streets, Sewers, and Recreational Facilities
Public Works City Attorney S.F. Unified School District	Photography in Connection with Construction Progress, Earth Slides, Accidents, Redevelopment and Planning
Assessor, Public Works, Real Estate, Recorder, Tax Collector, and Purchasing Dept.	Blueprinting of Block Maps of the City and County

The major functions of the Reproduction Section of the Bureau, listed above, represent, in part, general classifications of work performed but do not indicate the steadily increasing workload in the fields of blueprinting, photography, photostat, microfilm, and duplicating (offset and mimeograph). The greater part of this work is of an urgent nature - deadlines set by ordinance, advertised dates for bids, and the normal requirements of departments. These deadlines have always been met by the staff of the Bureau, and as a result, a service that was inaugurated but a few years ago, today serves the reproduction requirements of fifty-five city departments.

STUDIES AND IMPROVEMENTS

Studies

We are cooperating in studies now being made on the use of electronic data Processing in connection with the procedures of city departments under t he direction of the Chief Administrative Officer. We are also cooperating in a study concerning the establishment of a Central Computer Installation for overall city use. Studies are continually being made on improved methods and equipment for reproduction work.

Improvements

In order to forestall any interruption of service to these departments a program of replacement and modernization of equipment is each year given careful consideration. In preparing the budget estimates for the fiscal year 1961-1962, we included replacement of a mimeograph machine purchased by the city in 1942 and a blueprint machine purchased in 1945. These requests were approved by the Mayor and the Board of Supervisors.

The purchase of a new blueprint machine brings into sharp focus the problem of determining its location. At present, the Reproduction Section of the Bureau occupies two locations in the City Hall, blueprint on the fifth floor, and all other functions in Room 50 in the basement. This arrangement has been most unsatisfactory from a standpoint of receipt and delivery of material, and efficiency of operation. We have requested, on several occasions, that the blueprint equipment be relocated in space adjoining Room 50. At the present time, the Bureau of Architec ture is conducting a study of the utilization of space in the entire basement of the City Hall. It is hoped that, as a result of this study, additional space may be given to the Reproduction Bureau sufficient to relocate the blueprint equipment and provide for a general expansion of work areas. To delay this action means that the new blueprint machine would be installed on the fifth floor at a cost of about $1,500 for drayage and rigging. Relocation at a later date would double this cost.

A P P E N D I X

ORGANIZATION CHART

PURCHASING DEPARTMENT

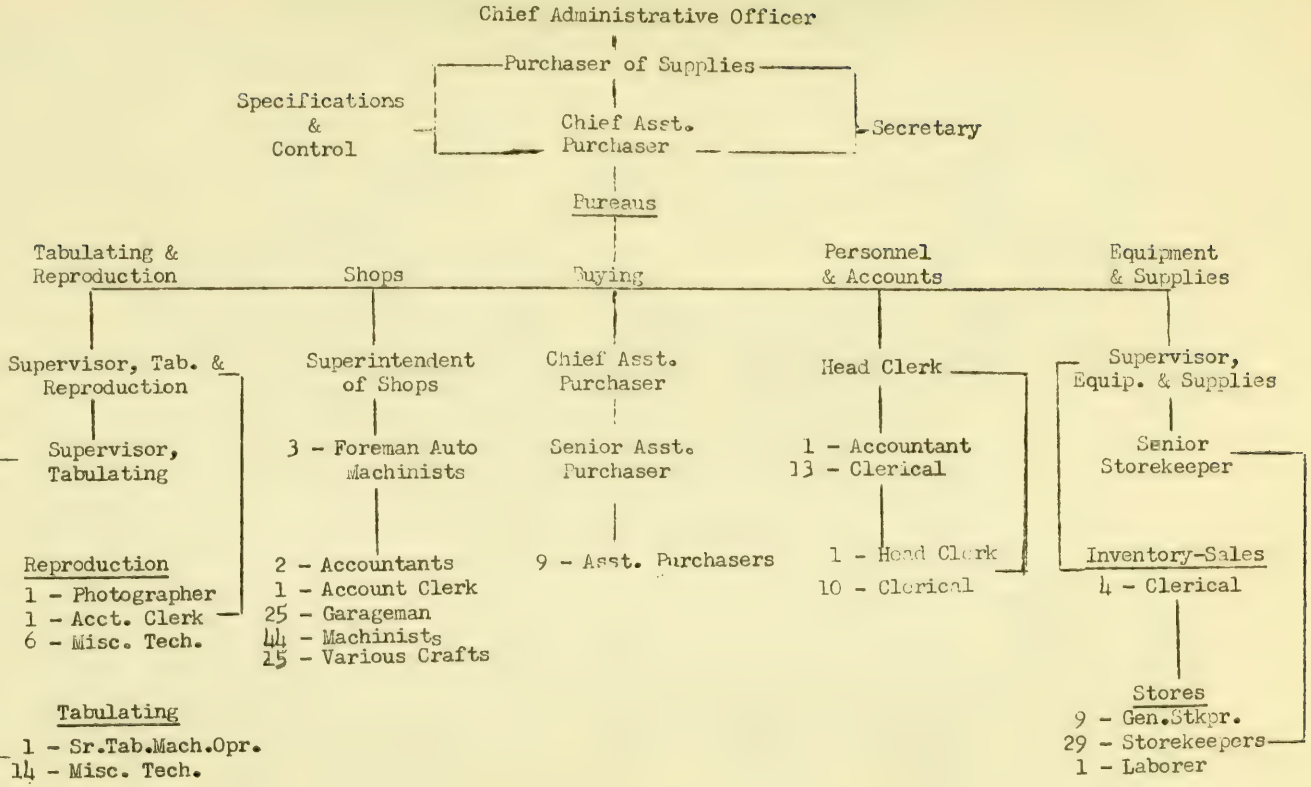


TABLE NO. 1

Showing

Purchase Order Processing

	1960-61		1959-60	
	Purchase Orders	Amount	Purchase Orders	Amount
General	17,386	$ 7,437,858	16,922	$ 6,730,230
Education	5,733	2,881,720	5,635	2,955,034
Health	4,568	2,211,501	4,672	2,191,560
Utilities	5,403	3,129,338	6,010	5,438,108
Petty P.O.s (Not exceeding $50)	11,223	302,065	10,988	289,741
Encumbered Contracts		769,308		
Total	44,313	$16,731,790	44,063	$17,604,673

TABLE NO. 2

EXPENDITURES

Comparison of Expenditures with original budget for all appropriations except Personal Services for 1960-61:

Account	Budgeted	Expended	Surplus	Deficit
Contractual Service 0.311.200.000	$22,286	$21,544	$742	
Materials & Supplies 0.311.300.000	12,700 *	12,411	289	
Equipment 0.311.400.311	1,758	1,609	149	
Premium - Official Bonds 0.311.812.311	7,245	7,318		$73
Premium - Auto Insurance 0.311.813.311	44,341	43,593	748	
Membership Dues 0.311.854.000	760	760		
Total	$89,090	$87,235	$1,928	$73

REVENUES

Comparison of revenues with estimated revenues in 1960-61:

Account	Estimated Revenue	Actual Revenue	Over Estimated	Under Estimated
Sale of Documents 7061	$1,000	$835	$165	
Minor Sales 7062	4,000	4,155		$155
Misc. Sales 7064		1,015		1,015
Sale of Sludge 7451	4,500	3,238	1,262	
Sale of Grease 7621	1,200	757	443	
Total	$10,700	$10,000	$1,870	$1,170

* Transfer of funds for $700 was made from Contractual Services during fiscal year.

TABLE NO. 3

SHOP EXPENDITURES

Comparison of expenditures with original budget for all appropriations except Personal Services for 1960-61.

Object	1960-61 AMOUNT	1959-60 AMOUNT
Administrative Salaries	$ 18,727	$ 16,261
Wages	473,792	455,108
Contractual Services	103,758	90,780
Materials and Supplies	183,086	187,238
Retirement	10,193	9,882
Work Orders	55,964	49,913
TOTALS	$ 845,520	$809,182

Contractual Services		Expenditures
Original appropriation	$ 66,924	
By transfer	41,554	
	108,478	
Less unexpended	4,720	
		$103,758
Materials and Supplies		
Original appropriation	$159,773	
By transfer	23,550	
	183,323	
Less unexpended	237	
TOTAL		$183,086
	TOTAL	$ 286,844

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

September, 1962

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL

ZONE 2

September 11, 1962

Annual Report
Fiscal Year 1961-62

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1962 is herewith respectfully submitted.

As stated in detail in the report the department issued 40,855 purchase orders, totalling $16,602,171, maintained 25 storerooms, sold $60,156 surplus city property in 16 sales, did 7519 shop jobs amounting to $866,214 and expended $217,674 on reproduction and tabulating. Purchasing was conducted for all city departments, shop operations for 54 departments and reproduction and tabulating for 55 departments.

Every effort is being made to give departments faster and better service. The extended use of encumbrance requests, travelling requisitions, revised equipment requisition forms and automated purchase order writing resulted in more efficient purchasing.

Control and operation of stores for the various departments was materially improved by continued training of personnel and improved stores procedures.

Better service is being given to Police Department vehicles with the new Hall of Justice Service Station. Other shop operations were expanded and improved by the use of new modern shop equipment.

More departments are using our central tabulating and reproduction facilities.

Every effort was made to put those recommendations of the Mayor's Committeee on Municipal Management into effect which could be accomplished with existing facilities, personnel and funds.

The voters overwhelmingly approved a charter amendment in the June, 1962 election to allow the Board of Supervisors by ordinance to set purchasing limits. This amendment resulted from the joint efforts of this department, the San Francisco Chamber of Commerce and City officials. When enacted into law this will result in more efficient and faster purchasing.

Mr. Sherman P. Duckel
Chief Administrative Officer

September 11, 1962

The problems associated with operating with temporary help were of concern particularly at the main office in the City Hall and in stores.

The following statements on the activities of the department for the past fiscal year answer the specific inquiries of the Mayor to all departments, dated August 10, 1962.

1. There are no capital programs on Purchasing Department facilities.

2. Recommendations on the activities of the department, as stated in the annual report include:

   (a) Establish specification and control system for buying on a full time basis.
   (b) Establish better control for stores by use of standard coding and automated records.
   (c) Establish definite policies on motorized equipment replacement and control.
   (d) Change purchasing limits particularly for cash purchases and non-competitive buying.
   (e) Expand services of Tabulating and Reproduction Bureau to serve other city departments.

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1961-1962 is given in the appendix, annual report. Funds for departments activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1961-62 is given in the appendix, annual report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the annual report.

I wish to take this opportunity to thank you for your assistance and guidance given me and to the bureau heads: T. F. Conway, Buying and assistant department head, J. Brackett, Accounting, A. M. Flaherty, Shops, J. E. Leary, Stores, G. A. Stanley, Tabulating and Reproduction, and to the employees of the Purchasing Department for their cooperation and loyalty without which the Department could not function as efficiently and as effectively.

Very truly yours,

Ben Benas

BEN BENAS
Purchaser of Supplies

September, 1962

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments, except Public Utilities, and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 205 in five bureaus, an increase of 4 over 1960-61. The additional employments were garagemen at the new Hall of Justice Service Station. The Organization Chart is shown in the Appendix.

Supervisory - June 30, 1962

Administrative

B. Benas - Purchaser of Supplies
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Chief Assistant Purchaser - Bureau Head & Asst. Dept. Head
J. C. Gavin - Senior Assistant Purchaser

Equipment and Supplies

J. E. Leary - Stores and Equipment Supervisor - Bureau Head
H. R. Stevens - Stores and Equipment Assistant Supervisor

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head
M. Wehrle - Principal Clerk - From March 1, 1962

Bureaus - Continued

Shops

A. M. Flaherty - Superintendent of Shops - Bureau Head
J. Fischer - Foreman Auto Machinist
A. Kerri - Foreman Auto Machinist (Temporary appointment)
B. Shain - Foreman Auto Machinist

Tabulating and Reproduction

G. A. Stanley - Supervisor of Reproduction - Bureau Head
J. W. Bender - Supervisor of Tabulating (Temporary assignment to EDP Staff February, 1962)
H. Egliht - Acting Supervisor of Tabulating - February, 1962, to date.

The valued services of the following were separated from city employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
Retired			
F. G. Daulton	Auto Machinist	36	7-1-61
Richard Johnstone	Automotive Machinist Foreman	29½	8-1-61
Clair Madigan	Auto Machinist	17½	3-1-62
Alfred Stettler	Assistant Purchaser	25	5-16-62
John R. McNeill	Machinist	19	5-1-62
Bernadine Shumar	General Clerk Typist	13½	6-1-62
Charles A. Wall	Assistant Purchaser	11½	6-1-62
Daniel J. Leahy	Accountant	27	7-1-62
Alfred L. Gergus	Auto Machinist	32	7-1-62
Died			
John Zabelle	Garageman	2	12-20-61

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus, remained substantially the same as in 1960-61, Major accomplishments are indicated in the following table:

Bureau	Unit	1960-1961	1961-1962
Buying	Purchase Orders	44,313	40,855
	Amount	$16,264,547	$16,602,171
Equipment & Supplies	Sales Number	18	16
	Sales Amount	$ 93,200	$ 60,156
	Major Stores Operated	11	11
Shops	Job Orders	7,484	7,519
	Expenditures	$ 845,520	$ 866,214
Tabulating	Expenditures	$ 111,390	$ 116,762
Reproduction	Expenditures	$ 100,525	$ 100,912

GENERAL COMMENTS

The past year was gratifying because of the advancements accomplished or projected for the various department activities.

The necessity to handle many small orders and the work involved in informal bids of less than $100 and for formal bids over $1000 has been of particular concern. Joint efforts of this department, the Chief Administrative Officer and the Controller resulted in the following steps for improvement.

1. By ordinance, the Purchaser was allowed to loan funds from his revolving fund to other departments, and cash purchasing limits were raised from $15 to $25. It is expected that this will eliminate some 20 to 25 percent of the purchase orders now being processed.

2. The voters overwhelmingly approved a charter amendment in June, 1962 to allow the Board of Supervisors by ordinance to set purchasing limits, previously restricted by the charter which when enacted into law will further speed up purchasing, reduce costs and simplify procedures. This amendment resulted from the joint efforts of this department, the San Francisco Chamber of Commerce and City officials and was also recommended by the Mayor's Committee on Municipal Management.

3. Expanded use of the encumbrance method for service contracts, more blanket orders and placing more items on term contracts simplified and improved purchasing.

The specification and control section formed for studies which cannot be done by buyers without impairing their work functioned on an intermittent basis because of lack of personnel. The need for expanding this function to full time is clearly apparent in view of rapid technological advances in processes, equipment, and materials and supplies.

A major change was use of Friden Flexowriters for bids, automated purchase order writing and blanket orders. New functions are continually being performed as the operators become better trained and more efficient. This method has been found to be of immeasurable value because original source data can be reused from tapes.

Storekeeping records and control were materially improved because of more direct supervision, improved methods, and departmental cooperation. The bureau, however, has been handicapped because of lack of personnel and the extended use of temporary employments.

A new method of inventory control was initiated under which department heads are responsible for marking and controlling items charged to them instead of by the inventory division of the Stores and Equipment Bureau. When the present records are brought up-to-date it is expected that it will be possible to more easily maintain records current.

The Stores and Equipment Bureau was responsible for moving city department to the new Hall of Justice and to City Hall Annex, 450 McAllister Street. These moves were made with the minimum of confusion and without undue delay so that departments could continue functioning without interuption.

The Central Shops at 800 Quint Street continued to function with increased efficiency as indicated by better condition of city vehicles. Some obsolete equipment was replaced, and other units are scheduled for replacement as funds are made available. The Shops reconverted Fire Department obsolete motorized equipment to modern needed units at material savings. However, to accomplish this, it was necessary, based on Fire Department priorities, to delay some normal maintenance.

The need for better control of automotive vehicles, particularly passenger cars, is apparent. Steps were taken to prepare legislature to effect centralized control which will be presented to the Board of Supervisors in the 1962-63 fiscal year. This will provide for central budgeting, controlled use, preventative maintenance and replacement at the expiration of the useful life.

The new Hall of Justice Service Station has been highly successful in serving the Police and other departments at the Hall of Justice and some City Hall vehicles. It is expected that the services provided will be expanded in coming years, particularly greasing, minor adjustments and tires.

Personnel of the Reproduction and Tabulating Bureau worked with many departments on form design, reproduction problems, adaption to tabulating and others, which will result in the expanded use of these central facilities.

The Purchasing Department is actively participating in the Electronic Data Processing program (EDP); the Purchaser is on the committee appointed by the CAO for application to departments under him; the Supervisor of Tabulating is now on leave assigned to the EDP project; a number of department employees took general courses in this subject.

Funds were approved in the 1962-63 budget for relocating the present blueprint facilities from the 5th floor to the basement of the City Hall, adjacent to the Reproduction section. This move was requested for many years and is much needed.

Funds were provided for new larger Purchasing Department main offices on the 2nd Floor of the City Hall across from the present offices. It is expected that this move will be accomplished early in 1963. This will provide sorely needed space laid out functionally for work flow.

Considerable time was spent by the Purchaser, bureau heads and personnel on working with, making reports and providing data on the Blyth-Zellerbach Survey.

CIVIL DEFENSE

Planning and programming of Purchasing Department Civil Defense activities continued under Mr. C.P. Webster, Dept. Civil Defense Co-ordinator. The following is the report of Civil Defense activities of the Purchasing Department during the year:

1. This department, operating as Supply Service, took an active part in the "Disaster Situation" resulting from a jet aircraft collision over San Francisco, April 30, 1962. Representatives of Supply Service met with members of the Petroleum Coordinating Committee and other Civil Defense officials to discuss and resolve various problems.

2. Disaster Instructions were reviewed with Purchasing Department personnel.

3. Lists of emergency supplies submitted by various city departments were reviewed and procedures were being developed for obtaining these supplies.

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following:

I. Buying - Bids and Awards

A. Preparation of bids:

1. Technical specifications
2. Contractual conditions

B. Advertising and mailing bids

C. Opening and tabulating bids

D. Review and award of bids

1. Determination of suitability of alternate offers

a. Review of specifications and information furnished by bidder
b. Laboratory and operating tests
c. Investigation of use by others
d. Other investigations and analysis

2. Determination of bid compliance with legal and contractual requirements.

E. Preparation of contracts

II. Buying - Related Functions

A. Specifications and control

1. Analysis of records of average use

2. Specifications

a. Development and revision
b. Maintenance of specification file

3. Inception of new term contracts

a. Determination of desirability
b. Preparation of technical specifications and contractual conditions

4. Review of:

a. Policies
b. Methods
c. Forms

PERSONNEL

The Buying Division is headed by the Chief Assistant Purchaser and includes 10 assistant purchasers. The clerical staff, under the Bureau of Personnel and Accounts, is engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file, and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Detailed employments are as follows:

1 - Chief Assistant Purchaser of Supplies
1 - Senior Assistant Purchaser of Supplies
7 - Assistant Purchaser of Supplies
1 - Printing and Stationery Buyer
1 - Assistant Stationery Buyer

OPERATIONS

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

As previously stated all purchasing done in this office with the exception of term contracts based on estimated quantities starts with the receipt of a Requisition for Purchase Order from the using department. The suitability of the article or service purchased is directly related to the completeness and accuracy of the information contained in the requisition.

Upon receipt in the Purchasing Department the requisition is assigned to an Assistant Purchaser who is responsible for first determining as far as practical if the information furnished is sufficient to ensure that the article or service to be purchased will be suitable for its intended use.

In requisitions for equipment, materials and supplies the degree and extent of such information is contingent upon the nature of the article to be purchased. The following examples of check factors which apply to equipment items specifically but which are applicable to other articles when special use-requirements are involved are particularly important when bids are required:

1. Is reference made, by manufacturer's or brand name and model number, to an acceptable item to be used as a quality standard?

2. If physical specifications are included:

   a. Is the need for restrictive details readily apparent or have they been fully explained?

   b. Are unnecessary specification details included?

   c. If dimensions or capacities are given, have reasonable tolerances been indicated or is the need for specific dimensions or capacities readily apparent or fully explained?

3. Are performance or use requirements clearly set forth?

If requisitions are for services for which bids will be required the information desired varies somewhat from that necessary for tangible articles but the basic concept is the same - are requirements fully and completely expressed with no restrictive factors included unless the reasons for such is readily apparent or fully explained.

The Purchasing Department requests the cooperation of other departments in preparing requisitions that will comply with the competitive purchase requirements of the Charter and Administrative Code, permit the most economical expenditure of public money and provide the most suitable articles or services for City and School District use. Departments are invited to discuss preparation of requisitions (as well as other purchasing methods) with the Purchasing Department.

Specifications are constantly being reviewed and revised, where desirable, in order that the most suitable articles or services be procured for city use. Suggested changes in or comments regarding specifications are solicited.

The method for internal checks established in 1958-59 were continued. These have freed supervisory personnel from the necessity of checking routine buying functions in detail.

As time is available personnel are assigned to:

1. Review specifications, forms and procedures.

2. Analyze past purchases with a view towards establishing additional term contracts for articles and services where desirable.

   (A recent Charter Amendment, commented on in following pages, is expected to make it possible to devote more time to the above functions but, as stated below, additional personnel will be required if the work is to be done to the required extent.)

The need for a separate section to expand the above services is apparent if the department is to most efficiently and effectively perform its purchasing functions. This work is now being done on an intermittent basis as time is available. Every effort should be made to procure a full time employment, preferably a Senior Assistant Purchaser, for this work.

Whenever practical, term contracts are entered into for various service and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. Departments have been notified to inform the Purchasing Department regarding services or articles that might be advantageously purchased for them on term contracts.

Procurement of insurance in accordance with the provision of Section 21.2-1 of the Administrative Code has been continued. Substantial savings were effected in vehicle liability insurance. Now covered are all City vehicles except Municipal Railway revenue vehicles and Police, Fire and Health emergency vehicles.

The extension of definite quantity contracts to cover occasional recurring purchases during the fiscal year has been satisfactorily expanded to cover many items of equipment used in some quantity by the San Francisco Unified School District.

New term contracts initiated during the year include:

1. Sugar
2. Steel
3. Builder's and General Hardware
4. Roller Chain
5. Coin Tubes
6. Microscopes, Microscope Apparatus & Related Accessory Equipment
7. Rental of Office Machines

Large or unusual purchases during the year include the following:

1. Equipment for new Lowell High School and proposed Central Jr. High.

2. Specialized equipment for new ward at Laguna Honda Home.

3. Special car radio dispatching equipment for Police Department, new Hall of Justice.

4. Contracts for Consulting Services for Electronic Data Processing training program.

During the fiscal year 40,855 purchase orders were issued in the total amount of $16,602,171. Detailed analysis is shown in Table No. 1 in the Appendix.

GENERAL

CHARTER AMENDMENT

At the June election voters overwhelmingly approved the addition of Section 88.2 to the Charter. This section reads as follows:

PURCHASING PROCEDURE BY ORDINANCE

"Section 88.2. The board of supervisors shall by ordinance determine the monetary limits of purchases of materials, supplies and equipment to be made (a) by the taking of informal bids consistent with the manner provided in Section 88; and (b) by advertising for bids consistent with the manner provided for in Section 95.

They shall also provide by ordinance for the monetary limits within which procurements of materials, supplies and equipment may be made from departmental revolving funds. The purchaser of supplies shall by rules and regulations, approved by the chief administrative officer and the controller, establish the methods whereby procurements may be made from departmental revolving funds."

This amendment gives the Board of Supervisors power to set certain purchasing limits. It is anticipated that the Board will raise the limits under which non-competitive purchases may be made thus eliminating a great deal of relatively non-productive work both by the City and our many suppliers. Raising of the limit will present a challenge to buying personnel to ensure that the City will not pay an unreasonable price for articles even though competition may not be required. A new coding system to be installed during the 1962-63 fiscal year (as commented on later) will be of significant assistance.

REVOLVING FUNDS

A recent revision to the Procurement Procedure raised the limits of purchases which could be made from departmental cash revolving funds from $15 to $25. Previously the Administrative Code had been amended to permit this department to make advances, from the Purchaser's revolving fund, to those departments not having a cash revolving fund. These actions offer possibilities of substantial savings in employees' time in making small purchases as the unavoidably time-consuming procedures involved in processing requisitions and purchase orders are largely done away with.

STUDIES & IMPROVEMENTS

Studies

Much preliminary research was done in preparation for the material and supplies coding project to be initiated during the 1962-63 fiscal year.

Improvements

During the 1962-63 fiscal year the work of designing and installing a a material and supplies code will be commenced and carried forward as far as possible. Desirable results will include, but are not limited to, the following:

1. Scientific inventory control
2. Standardization of materials and supplies
3. Budget information
4. Desirable ordering quantities
5. Information re. surpluses for inter-departmental transfer
6. Basis for new term contracts.

Assistant Purchasers Alfred Stettler and Charles A. Wall retired after years of conscientious service. It will be difficult to replace them because of their knowledge and experience in purchasing hospital supplies and chemicals; and construction materials and heating and ventilating equipment, respectively. Their personality and sincerity in dealing with fellow employees, City departments and commercial firms resulted in better buying and service to departments.

BUREAU OF PERSONNEL AND ACCOUNTS

This Bureau, supervised by a Head Clerk with 25 clerical employees, has charge of budgetary and personnel functions, processes bids, purchase orders and contracts; checks invoices for payment by Controller, sell charters, codes and other documents, and procures official bonds for officers and employees.

During the fiscal year 30,461 "regular" purchase orders totalling $16,305,454; 10,394 "petty" purchase orders totalling $296,717 were processed. See Table No. 1 in the Appendix for details.

Sales of charters, codes and other documents amounted to $1443.

Discounts earned amounted to $48,680 or 99.7 percent of the total earnable; discounts lost amounted to $161 or 0.3 percent. This is the largest amount and highest percentage earned during any fiscal year, to date.

Work of the Bureau was handicapped throughout the year due to shortage of personnel and also because of the delay in replacement of persons who had retired or resigned. Additional clerical help is urgently needed for efficient operation.

Statistics showing comparison of expenditures with budget allowances and comparison of revenues with estimated revenues are shown in Table No. 2 in the Appendix.

STUDIES AND IMPROVEMENTS

Studies

Detailed studies were made of office layouts for the proposed move to new quarters considering use of new automated equipment, work flow and office management.

Improvements

Friden equipment for automation in processing requests for bids and writing purchase orders was installed during the year. The necessary revision of forms for use with this equipment was made and personnel was trained in the new procedures. The system is being extended from month to month to include other operations particularly blanket orders and some term bids. It is expected that material time savings will be effected when the system is in full operation.

Bernadine Shumar retired after 13½ years of efficient service to the City. She will be missed by her many friends.

BUREAU OF EQUIPMENT AND SUPPLIES

The Bureau of Equipment and Supplies operates and maintains central warehouse and storerooms in various City departments, receives and issues materials, supplies and equipment for all departments of the City and County of San Francisco, and makes miscellaneous emergency purchases for the account of the various agencies. This Bureau arranges the sale of and sells surplus and obsolete personal property belonging to the City, exchanges equipment between departments, maintains a perpetual inventory of all materials purchased for the City and County and makes periodic checks of such property. The Bureau maintains control of the entire automotive fleet, including the listing, insurance and the reporting of all accidents.

The following locations are staffed and operated by the Division of Sales, Inventory and Stores:

Name and Location			Amount of Inventory
Central Warehouse - 15th & Harrison		Stationery	$ 11,114
		Janitorial Supplies	2,098
		2500 cans foodstuffs	**
		Miscellaneous Furniture	**
Central Warehouse Yard - 1849 Harrison		Pipe & Sewer Material	**
Department of Public Works - 2323 Army St.			70,789
Water Department	- 639 Bryant Street		439,705
Hetch Hetchy - Moccasin, California			47,118
San Francisco Airport	- South San Francisco		21,092
Municipal Railway	- 24th & Utah Sts.		151,822
	- General Stores		159,626
	- Elkton Yard		102,038
	- Potrero		72,244
	- Washington & Mason (Sub-Store) (plus 3 Sub-Stores)		27,517
Health Department	- San Francisco Hospital, 22nd & Potrero		248,000
	- Laguna Honda Home, 7th Ave. & Dewey Blvd.		124,000
	- Hassler Health Home, Redwood City, Cal.		12,200
Public Welfare	- Single Mens' Rehabilitation Center, Redwood City		2,480
Dept. of Electricity	- 264 Golden Gate Avenue		
Recreation and Park			18,500
Sheriff			52,300
Central Shop Store	- Hall of Justice Garage - Sub-Store		37,037

** Storage only - Amount included with departmental inventory.

PERSONNEL

The Sales, Inventory, and Stores Divisions are staffed by the following permanent Civil Service personnel:

	1	Stores and Equipment Supervisor
	1	Stores and Equipment Assistant Supervisor
	1	Senior Clerk-Stenographer
	2	Inventory Clerks
	1	Senior Clerk-Typist
	10	Senior Storekeepers
	25	Storekeepers
	1	Laborer
	4	Assistant Storekeepers
Total	46	

SALES DIVISION

Sixteen sales were conducted during the fiscal year under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales, preparing sales, inviting interested buyers to bid, opening and awarding of bids, collecting and depositing all money received from buyers with the City Treasurer and keeping records of correspondence relative to the sales.

The total revenue from sales was $60,156.10, as follows:

Waste Paper	$ 2,882.32
Grease and Bones	1,320.89
Misc. Salvage and Scrap	16,667.38
Automobiles and Trucks	17,282.16
Sand	5,227.30
Used Office Furniture	1,676.40
Fare Boxes	436.80
Empty Sacks and Containers	420.07
Sludge	8,000.00
Cable Cars	2,155.00
Misc. Sales	4,087.78
Total Revenue from sales	$60,156.10

The Bureau continued its selling procedure on used automobiles. By "Spot Bid Sales", in place of sealed bids, more revenue per car is realized and sales are more speedily conducted and expedited. This method was well received by trade buyers. There were 120 passenger automobiles and 24 trucks sold.

INVENTORY DIVISION

The program for this division includes the maintenance of a perpetual inventory of the city's equipment, moving and transferring, investigation and reporting of missing or stolen property, and transferring of used equipment between departments.

This division was assigned the task of coordinating the move to the new Hall of Justice and from City Hall to City Hall Annex, 450 McAllister Street. Procedures and manuals were set up for orderly control of moving equipment and supplies which included estimates and budget appropriations to cover all contractual services dealing with the move. Meetings and conferences were held with department heads concerned to facilitate and expedite the proposed move. These operations were completed during the year.

Office equipment with a $50,000 inventory value was reclaimed or rehabilitated and relocated in various departments obviating the necessity of buying new furniture.

Through last year and continuing on to the current fiscal year, work with the Public Utilities departments in setting up the new coding system for use in the Utilities storerooms continued. This coding system will be used in conjunction with IBM to facilitate cost accounting and inventory and buying procedures.

A change in the method of inventorying all city equipment was inaugurated. This new procedure, which places certain responsibilities on departments, is expected to bring equipment inventory up-to-date.

INVENTORY DIVISION - Contd.

An important responsibility continues to be automobile control. The integration of the automobile administration into a central control, with the use of the IBM system, is now fully operational. This provides a practical, comprehensive and flexible program in dealing with acquisition, assignment, licensing, insurance and disposition of city's entire automobile fleet, valued at $2,000,000, and comprising approximately 3,000 vehicles. Automobile insurance coverages were extended to cover all city vehicles with the exclusion of emergency vehicles - Police, Fire and ambulances, and Municipal Railway revenue vehicles. Insurance coverages have been continued at $100/100,000 Bodily Injury Liability and $100,000 Property Damage Liability, thus affording substantial protection. Strict liaison has been maintained between the Central Shops, various departments and California Department of Motor Vehicles.

STORES DIVISION

This division operated 11 major and 13 minor storerooms.

Changes in personnel and use of temporary employments in the new Assistant and Storekeeper classifications have caused problems in stores' operation and control. It is expected that these problems will be resolved when permanent employments are obtained off of Civil Service lists.

Operating and control procedures were reviewed for each storeroom and improvements made where possible. At some storerooms new type of records geared to automation are being established to speed requisition processing and for better regulation and control. Uniform records and procedures are desirable where possible consistent with the prime purpose of serving the particular department.

Work continued with departments to reduce stock of obsolete items.

The Stores and Equipment Assistant Supervisor continued working with a Purchasing Department Committee to establish a new universal coding system, to be used by all City departments, so that like items will have the same identifying code regardless of department.

The Procurement Procedure Manual has been distributed to all storekeepers in the department. Manuals have been made by most General Storekeepers on operational procedure in their own divisions.

GENERAL

The need for more storekeeping personnel at some locations is critical. Consideration should be given to obtaining additional storekeepers in the Sheriff's Department. At present there is one General Storekeeper, stationed at the City Hall, who requisitions and processes, however, actual storekeeping at field locations is being performed by two high priced jailers. The need for trained storekeepers is acute considering accountability for equipment and foodstuffs at the jail at the Hall of Justice and the CountyJail in San Bruno.

Lack of adequate vacation and sick leave replacements has adversely effected efficient operations of some storerooms.

GENERAL - Continued

Some Stores Divisions are operating with the new encumbrance requests on vendors covering a period of one year or term of a contract; however, this is gradually being eliminated and a new travelling requisition is replacing it. This will speed up the operation to a greater degree than in the past.

Much favorable publicity has been given the City by the daily press, radio and TV, locally and nationally, trade and national magazines, in connection with the sales program.

The staff of the Stores and Equipment division attended several seminars and classes, which have greatly added to our knowledge of practical operations of the Bureau. The division also had its own In-training program.

The Stores and Equipment Assistant Supervisor attended the Governor's Safety Seminar, and has already put into practice many suggestions received at that meeting.

This Bureau is working in cooperation with the Mayor's Safety Committee with a view towards making our operations safer. One of the Senior Storekeepers serves as the Bureau's Safety Officer, attends various local meetings, and checks and reviews all accidents and safety methods of the Bureau, and the Storekeeping personnel.

This Bureau proposes to have three of its personnel attend EDP sessions being conducted under the auspices of the Civil Service Commission to obtain a better knowledge of Electronic Data Processing, and its application to the proposed overall coding operations being planned for city-wide use.

STUDIES AND IMPROVEMENTS

Studies

Studies on application of modern material handling equipment to stores' operation continued. Budget requests were made for the equipment determined desirable.

The physical structure and layout of storerooms were reviewed and recommendations made to departments for improvements.

Improvements

1. Central Warehouse - All loading doors repaired and heater installed.
2. Water Department Storeroom - Stairs and mezzanine floor repaired.
   Safe gasoline storage provided.
3. Recreation and Park Warehouse - Additional shelving added
   Additional lighting installed
   Ventilation provided in storerooms for insecticides and grain.
4. Central Shop Warehouse

   Some new metal bins replacing wooden installed.

BUREAU OF SHOPS

For all city departments, except Public Utilities, Purchaser's Shops located throughout the city, maintain 1619 motorized units and mechanical installations in school buildings, sewage plants, pumping stations, public buildings, etc.

Administration and major repair facilities are at the Central Shops, 800 Quint Street. Other installations are: Golden Gate Park Shop, providing maintenance for Recreation and Park Department equipment; new Hall of Justice Service Station where fuel and lubricants are provided for Police and other city cars, and inspection and light maintenance for Police vehicles; Dept. of Public Works' Army Street Yard and 19th Avenue Station; Health Dept. Garage; and Department of Electricity Yard.

The Central Shops have four main maintenance shop areas: 1. Automobile, 2. Truck, 3. Fire Apparatus, 4. Machine, and the following auxiliary shops: Blacksmith, Pattern, Paint, Hose, Upholstery, Body & Fender, Tire, and Service Station.

One additional employment was added to the Bureau due to the opening of the new Hall of Justice Garage and Service Station and five additional employments were effected by transfer of personnel from the Police Department budget. There are 94 budgeted employments as follows:

1	General Superintendent
1	Automotive Machinist General Foreman
2	Automotive Machinist Foremen
4	Automotive Machinist Sub-Foremen
1	Maintenance Machinist Foreman
8	Maintenance Machinist
28	Automotive Machinist
3	Automotive Mechanic
28	Garagemen
2	Pattern Maker
3	Car and Auto Painter
3	Body & Fender Workers
3	Blacksmith
2	Blacksmith Finisher
1	Leatherworker
1	Chauffeur
1	Senior Account Clerk
1	Accountant
1	Account Clerk

In addition, 1 General Storekeeper and 1 Storekeeper are assigned to the Central Shops to procure, store and issue stock and supplies.

Richard Johnstone, Automotive Machinist Foreman, retired after 29½ years of city service. The efficient operation of the Fire Shop was, in a large measure, due to his leadership and untiring efforts.

Fred G. Daulton, Auto Machinist, Clair Madigan, Auto Machinist, John R. McNeill, Machinist, Daniel J. Leahy, Accountant and Alfred L. Gergus, Auto Machinist, all gave the city many years of faithful service in their respective positions and they will be greatly missed and hard to replace.

Automobile Shop

The automobile shop is responsible for the maintenance and repair of 508 city owned and operated passenger cars. There were 50 new Police cars processed for service by installing sirens, red lights, gun racks, extra batteries, etc. In addition, cars were prepared for service for the Fire, Health, Sheriff and other various city departments.

The shop is gradually being equipped with the latest tools and devices to permit vehicle repair with minimum down time.

The shop completed 2311 jobs during the fiscal year of which the following are samples:

202 Transmission overhauls (standard)
22 Transmission overhauls (automatic)
284 Clutch jobs
302 Brake reline jobs
28 Motor overhauls
190 Accident repairs
107 Radiator repairs
45 Differentials overhauled
72 Front system alignments

Truck Shop

The Truck Shop completed 3260 jobs. This included work for all departments on various size trucks, tractors, eductors, street sweepers, asphalt spreaders, bucket loaders, back hoes, sewer cleaners, traffic paint trucks, etc. Complete overhaul jobs to minor maintenance and repairs are also performed in this shop.

Unusual major jobs included: redesign and manufacture of extensions to increase efficiency of Blaw-Knox asphalt spreader; design and manufacture truck boom assembly for faster and safer sewer repairs; and design and modify street paint striping machine so that three lines and three colors might be painted simultaneously.

One Auto Machinist was assigned to the DPW yard to make minor repairs and adjustments to DPW trucks and equipment to eliminate down time of units and crews in the field.

Fire Shop

The Fire Shop section of the Central Shops maintained a total of 231 pieces of Fire Department equipment; completed 948 jobs; and answered 1790 service calls by the field maintenance man for minor repairs to fire equipment in the fire houses - an increase of 51 jobs from 1960-61.

The conversion program converted three Seagrave pumpers to triple combination - with a fourth near completion; a rescue squad truck to a service squad truck (and completely equipped); a water wagon to a high pressure battery wagon.

Fire Shop - Contd.

Two new American LaFrance triple combinations were equipped, tested and put into service and one new high pressure truck was equipped with a new high pressure valve operating machine.

The following major maintenance and repair jobs (with numerous minor repairs) were accomplished:

8 engines removed and completely overhauled
42 engines repaired, valve grinds, headgaskets and bearing adjustments
44 fire pumps overhauled and repaired
65 brake jobs completed
17 differentials overhauled
22 transmissions removed, overhauled and installed
47 clutches repaired and installed
22 radiators removed, repaired and replaced
48 electrical wiring repairs
37 carburetors removed, overhauled and replaced
71 engine tune-ups
14 pieces of apparatus equipped with turn signals
13 sets of safety brakes installed

With the Fire Department's more rigid safety program apparatus is being inspected, modified and changed to eliminate operational hazards to fire fighting personnel. This program has increased the cost of Shop operation somewhat.

The grease and inspection program initiated during the 1960-61 fiscal year, whereby fire apparatus can be driven regularly to the shops for immediate necessary grease jobs and minor repairs, eliminating possible major repair problems, is doing an excellent job. There were 154 pieces of fire apparatus greased and 8 aerial hydraulic systems changed and flushed. A number of minor defects were noted and repaired eliminating costly future repairs.

Machine Shop

This shop located in the Central Shops provides mechanical repair and maintenance service to various city departments including the School District.

The employments consist of 1 Maintenance Machinist Foreman, 3 Maintenance Machinists (at the Central Shops), 2 field Maintenance Machinists, and 1 Maintenance Machinist each at the Southeast, North Point and Richmond-Sunset Sewage Treatment Plants.

In addition to the general maintenance and repairs performed at the sewage treatment plants a total of 1041 work orders were completed at this shop.

The following major maintenance and repair jobs were accomplished:

1. Modernized 3 single purpose fire pumping engines to triple combination units - with a fourth near completion.

Machine Shop - Contd.

2. Redesigned and reconstructed Ahrens-Fox aerial ladder (no longer in production) complete operation and tooling by Central Shops.
3. Completed repair and overhauled Water Tower #1 hydraulic machinery and tower structure after extensive damage due to collision.
4. Overhauled turbine section and pump of multi-stage steam turbine pump #2 at Fire Dept. Pumping Station #2.
5. Overhauled and replaced "hot well" lines of boiler feed pumps at Fire Dept. Pump Station #1.
6. Designed, constructed and installed jet type sand eductor for Yosemite Sewage Pumping Station.
7. Overhauled main pumps at Lakeshore Sewage Pumping Station and Vicente Pumping Station.
8. Reconstructed flap gates on 6 influent channels and renewed bar rake assemblies and sludge pumps at North Point Sewage Plant.
9. Overhauled main lift pumps, vacuum pumps and grit washers at Southeast Sewage Plant.
10. Repaired grit pumps, sludge pumps effluent gates, bar rakes and skimmer flights and complete reconstruction of sandwasher #2 at Richmond Sunset Plant.
11. Overhauled brine pumps and compressors at Steinhart Aquarium.
12. Repaired 25 h.p. motor and air turbines on organ for Legion of Honor.
13. Repaired boiler room, sewage plant and water supply pumps, County Jail#2.
14. Overhauled drainage and San Andreas pumps at Sharps Park Basin -Rec.& Pk.
15. Reconstructed main heating blowers in Gen. Adminis. Office Bldg.- SFUSD.
16. Designed, developed and constructed 70 foot vertical rolling, portable water tower and booster pump for elimination of bird nuisances in school buildings, etc.
17. Reconstructed surplus machine tools and equipment for installation at new Woodrow Wilson High School Shops.

Among other accomplishments and functions of the Machine Shop were: conducting and completion of Driver Training Program for all Shop divisions; the coordination and application of a Shop Safety Program including eye protection for employees; and numerous improvements and installations of parts and equipment for more efficient maintenance and repair work.

Golden Gate Park Shop

This shop, with 1 Automotive Machinist Foreman, 3 Automotive Machinists and 1 Garagemen, is responsible for the inspection, maintenance and repair of all Recreation & Park Dept. equipment which includes 21 passenger cars, 48 trucks, 20 tractors, 113 power mowers, 50 hand mowers and 47 miscellaneous pieces. During the past year the shop performed 698 automotive and 435 mower repair jobs.

It is gratifying to report that this shop has cut expenses - saving the City as much as 75 percent - for parts expenditures by re-manufacturing or adapting standard parts to much of the specialized equipment.

Hall of Justice Service Station

This new facility was opened in August, 1961 replacing the old Hall of Justice Garage, Police Motorcycle Service at old Southern Station, and the 15th & Harrison Sts. Station.

Service is provided 7 days a week, 16 hours per day, to 212 passenger cars and trucks and 169 motorcycles.

An average of 30,000 gallons of gasoline and 600 quarts of motor oil are dispensed monthly to Police and other city vehicles. Presently, the station is not being used to its full capacity in this regard as many other city department's vehicles could be fueled here instead of using credit cards at private stations.

The following major functions were performed: 976 tow jobs; changed and repaired 3270 tires; 1496 batteries; over 2000 mechanical repairs and adjustments made on Police vehicles.

A program of inspection, grease and oil change for Police cars was initiated at the new station. Fifty new (replacement) cars received in January, 1961 are now being serviced exclusively at the station, as will be the 97 new replacement vehicles to be delivered in the fall of 1962. This program will require one additional Automotive Serviceman employment allowing the present automotive service contract with a private company to be materially reduced - a saving offsetting the required additional employee. It is anticipated this program will result in less down time and more "in service" usage of Police cars.

Pattern Shop

The pattern makers completed 169 major jobs, made 43 patterns, rebuilt 8 Fire Dept. ladders, manufactured 8 new 35 foot extention ladders, repaired 50 various types of Fire Dept. ladders, inspected and tested 25 ladders, made holders, brackets and partitions necessary to equip 2 new triple combinations and 4 converted triple combinations, 1 hose tender and 1 service squad, designed a new ladder lock which will be used on all extention ladders in the future, repaired office furniture, made hose and battery boxes, and other equipment necessary to equip new and old apparatus.

Hose Shop

This shop was responsible for the distribution and rotation of 14,000 feet of fire hose to various fire units. Repairs were made to 6500 feet of various size hose and suctions including sewer and street cleaning hose with 137 lengths of useable hose being salvaged from fire surplus for use in the Sewer and Street Cleaning Department.

Blacksmith Shop

This shop is staffed with 3 Blacksmiths and 2 Blacksmith Finishers. The work consists of a wide variety of metal work, fabricating, tool making and welding.

The shop completed 150 jobs on fire apparatus such as parts required for the Fire Apparatus Conversion program; outfitting, repairing and altering equipment necessary on fire apparatus; major welding jobs on high pressure system equipment,

Blacksmith Shop - Contd.

sewage plants and pumping stations; repaired 52 Street Cleaning buggies, 3651 tools and chisels for DPW, voting machines, coin boxes for Tax Collector, etc.; rebuilt 2000 gutter broom sections for street sweepers; and manufactured surveying tools.

Improvements in the operation and layout of this shop have increased the efficiency and convenience of the flow of work.

Tire Shop

This shop inspects tires on cars, trucks and fire apparatus and replaces with new or recapped tires as required. This involved 1361 passenger car tires and 2637 truck tires. Road calls were made as required.

Body and Fender Shop

This shop is staffed with 3 Body & Fender workers who repair damaged auto and truck bodies; manufacture sheet metal parts and devices; modify and/or convert existing equipment;and repairs radiators.

During the past year a total of 397 radiators were repaired. This saved the time of a shop employee delivering and picking up radiators from a contractor and also realized a saving of approximately $3900 in the contractual service account.

Of the 255 city vehicle accidents, 161 were repaired at the Central Shops and 94 by outside contractors. Over $9600 was expended on the outside contractual services. It is recommended by Central Shops and the Blyth-Zellerbach Committee that all accident repairs be done by shop personnel. This would require one additional Body & Fender Worker which would be offset by the savings accrued.

Leather Shop (Upholstery)

The leather worker completed 328 jobs: straps, covers, belts, seats, smoke tubes, Stoke stretcher covers, safety belts, hose covers and numerous other equipment necessary to the Fire Department and for stock.

This shop is not being utilized to its full capabilities of its facilities. It is staffed with but one man who is unable to keep up with the required work making it necessary to contract over $4000 this fiscal year. With one additional upholsterer the work capacity would be increased and all required jobs could be accomplished with a minimum of back log and delay.

Paint Shop

The Paint Shop completed 110 major jobs; painted 7 DPW trucks, 2 Fire Dept. tractors, 1 tractor-trailer, completely refinished an 80 foot aerial ladder, refinished 45 ladders and finished 8 new ladders, paint work on numerous vehicle accident jobs for city departments, refinished all office furniture repaired in Pattern Shop, and painted all equipment necessary to equip new cars and trucks.

Paint Shop - Contd.

City seals, Police and Fire Department seals and decals, special numbers and letters, etc. were applied to all new and repainted city vehicles, and 350 silk screen decals were made, installed and varnished for new Police cars.

There is insufficient man power in the Paint Shop in that the demand and need for service far exceeds the limited staff. There are presently three painters where 4 and 5 were available in the past. One additional painter requested in the past two year's budgets was denied. A request will be made again in the 1963-64 budget.

STUDIES AND IMPROVEMENTS

Studies

1. Studies on bureau organization to provide maximum service with existing or expanded personnel continued.

2. A joint study by Shop Superintendent and Police personnel of motorcycle repair by city forces, based on Los Angeles Police Dept. experience, indicated no material saving over the present method of private contract.

3. Studies of centralized rather than departmental control of automotive vehicles indicated better use, less down time, and reduced costs under central control.

Improvements

1. Shades were provided for shops on the west and south windows to reduce heat and glare.

2. The improved accounting system, installed July 1, 1961, provided quarterly reports to departments on job expenditures by job number sequence; by vehicle or equipment number and, in addition, separate accident charges. By order of the Chief Administrative Officer, the departments under his jurisdiction were required to review these reports with particular reference to those vehicles requiring excessive repair, down time and where replacement is indicated.

3. Five loan cars were made available to departments during repair where operations could not be delayed and department had no reserve vehicle.

Certain alterations and improvements to Central Shops are necessary. The following, requested but not allowed in the 1961-62 and 1962-63 Capital Improvement Program, will be recommended in 1963-64:

1. Installation of heavy rather than light duty hoist for lifting fire trucks, dump trucks, and other heavy duty rigs.
2. Installation of doors of a size to drive trucks into maintenance and storeroom areas. This applies to 8 locations.
3. Installation of a 1500 square foot mezzanine storage area in the west storeroom.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides centralized service, available to all City and County departments in machine accounting (IBM), blueprinting, photography, photostating, and mimeograph and offset printing.

Presently, the Bureau occupies 4 locations: 2 machine accounting units - City Hall and Hall of Justice; 2 reproduction units in the City Hall - blueprinting on the 5th floor and all other reproduction services in the basement. The machine accounting unit in the Hall of Justice was opened this fiscal year to provide service for city departments located there. Funds have been appropriated for 1962-63 fiscal year and plans are being drawn by the Bureau of Architecture, Dept. of Public Works, to relocate the blueprinting section adjoining other bureau facilities. The consolidation of all reproduction activities in one location will improve operation efficiency and result in better service.

The Tabulating and Reproduction Bureau is administered by a Supervisor of Tabulating and Reproduction with the assistance of a Supervisor of Tabulating. Funds for operating expenses are provided by budget transfers and work orders from city departments. The total cost for work processed during the fiscal year 1961-62 amounted to $217,674.

TABULATING SECTION

Room 158, City Hall	Room 125, Hall of Justice
Personnel:	
1 Supervisor of Tabulating	1 Principal Tabulating Machine Operator
1 Senior Tabulating Machine Operator	3 Tabulating Machine Operators
3 Tabulating Machine Operators	5 Key Punch Operators
1 Key Punch Operator	
Equipment:	
2 Key Punch Machines	7 Key Punch Machines
2 Sorting Machines	2 Sorting Machines
1 Collator	2 Collators
1 Interpreter	1 Interpreter
1 Reproducer-Summary Punch	2 Reproducers
2 Accounting Machines	2 Accounting Machines

Major Recurring Functions of the Tabulating Section:

Department	Function
Municipal Court	Traffic Citations: Calendars, Notices, Warrants, Adjudication Statistics, Abstracts, Paid and Unpaid License License File, Paid and Unpaid Name File, and Miscellaneous Records and Reports * Index of Section 152, Municipal Police Code
Civil Service Commission	Salary Standardization Reports Salary Survey Data Analysis Recruitment and Examination Records

* New function inaugurated this fiscal year.

Tabulating Section Contd.

Department	Function
Controller	Budget Statistics Tabulation of Officials' Bonds Cancelled Warrant Report Summary of Unpaid Property Taxes Daily Encumbrance Posting Reports (Purchase Orders) * EDP Program Punching
Tax Collector	License Tax Accounting: Hotels, Apartment Houses, Food Inspection, Pin Ball Machines, etc. * Hotel Transient Tax
Registrar of Voters	Election Officer Payroll Election Analysis and Statistics
Dept. of Public Health	Birth and Death Indexes and Statistics Cost Accounting-Central Office and San Francisco General Hospital T.B. Patient Subsidy Reports Emergency Hospital Statistics * Public Health Field Nursing * X-Ray Statistics * Ward Census Summary Budget Statistics
Purchasing Department	Inventories-Equipment and Warehouse Stores Stationery Control Record of Average Use (materials) Fee Tag Reports Purchase Order Registers Shop Expenditure Reports * Vehicle Maintenance Cost Accounting Contracts and other Statistics
Public Utilities Bureau Heat, Light & Power	Distribution & Accounting Records of Consumption of Gas & Electricity by City & County Departments

* New functions inaugurated this fiscal year. Index 152 M.P.C. is the first step in the establishment of an index of all Complaints. The Bureau is cooperating with the Electronic Data Processing (EDP) program and will be punching many thousands of IBM card records for future electronic computer applications.

Addition of the Hotel Transient Tax and changes made in the SF Municipal Code have increased the number of license tax accounts, processed for the Tax Collector from 17,597 to 20,252.

The Department of Public Health has expanded its use of IBM machine accounting to include Field Nursing and Ward Census reports and plans further expansion in the 1962-63 fiscal year. New machine accounting applications are discussed later in this report under the heading of "Studies and Improvements".

REPRODUCTION SECTION - 2 Locations, Room 50 Basement and 5th Floor

Personnel:
* 1 Supervisor of Central Services
1 Photographer
1 Photographer, as needed
1 Photostat Operator
1 Photostat Operator, part time
1 Sr. Blueprinting Machine Operator
2 Blueprinting Machine Operators
2 Offset Machine Operators
1 Account Clerk

Equipment:
1 Blueprint Machine
2 Ammonia Process Machines (dry process)
1 Photostat Machine
2 Microfilm Cameras
2 Mimeograph Machines
1 Offset Duplicating Machine
Cameras, Enlargers, Printers, etc.

* Also acts in the capacity of Supervisor of Reproduction.

Major Recurring Functions of the Reproduction Section:

Department	Function
All Departments	Departmental Budget Estimates
Various Depts. (20)	Annual Reports
Assessor	Real Property Transfer Records
City Attorney	Opinions and other Legal Papers
Board of Supervisors	Calendars and Ordinances
Purchasing	Bids, Specifications and Purchasing Records
Treasurer	Microfilm Record of Checks Deposited
Recreation and Park	Specifications for Construction, Maintenance, and Repair of Buildings, Parks, and Recreation Facilities
SF Unified School Dist.	Annual Budget
Public Works, Engr., Bur. of Arch., Rec. & Park, SF Unified Sc.D.	Contract Sets of Blueprints for Construction, Maintenance, & Repair of Public Buildings, Streets, Sewers, and Recreational Facilities
Public Works, City Atty, SF Unified School Dist.	Photography in connection with Construction Progress, Earth Slides, Accidents, Redevelopment and Planning
Assessor, Public Works, Real Estate, Recorder, Tax Collector & Purch.	Blueprinting of Block Maps of the City and County

While the above recurring functions do not change in descriptive title from year to year, the methods and procedures are continually being revised to improve service and reduce cost, for example:

The procedure for the preparation of Departmental Budget Estimates was revised during the fiscal year thereby making it possible to effect a saving of over $2500 in the annual cost of budget reproduction.

In prior years the printing of the SF Unified School District budget was done in the Reproduction Bureau and the assembly, checking, binding, etc. was done by the clerical staff of the School District. This year all of the work entailed was done in the Reproduction Bureau, and bound sets were delivered ready for distribution.

In the field of photography the Bureau acquired a Polaroid camera for the use of all departments and this new service has been very well accepted. It is now possible for representatives of Public Works, Real Estate and other departments to take their own preliminary pictures thereby saving considerable photographic expense.

STUDIES AND IMPROVEMENTS

Studies

One of the important continuing functions of the Bureau is to study new and improvedprocedures of data processing and reproduction to provide better service to the departments.

With the cooperation of the Department of Public Health studies are being made concerning Sanitation Inspection accounting and Medical Record statistics with a view to conversion of these operations to a system of electronic data processing.

Adaption of an IBM machine accounting system for processing Annual Permit Renewals (gas stations, garages, welding and paint spray plants, public meeting places, etc.) for the Fire Dept. has been under study for some time. Development of final procedures has been delayed pending revisions in the Code.

Studies have been completed for conversion of the Recorder's Grantor and Grantee Indexes from manual indexing to EDP, effective January 1, 1963. It is hoped that appropriation of funds will be made in time to meet this deadline as the index is kept on a calendar year basis and delay would result in a dual method of indexing within one year or postponement until January 1, 1964.

In cooperation with the EDP Development Program a study is now being made of the present system of producing Block Map Books with a view to effecting a considerable reduction in the cost of printing and providing an updated record of property ownership.

Improvements

As part of a continuing program of replacement and modernization a new and up-to-date blueprinting equipment was installed and one mimeograph machine replaced from funds appropriated in the 1961-62 budget.

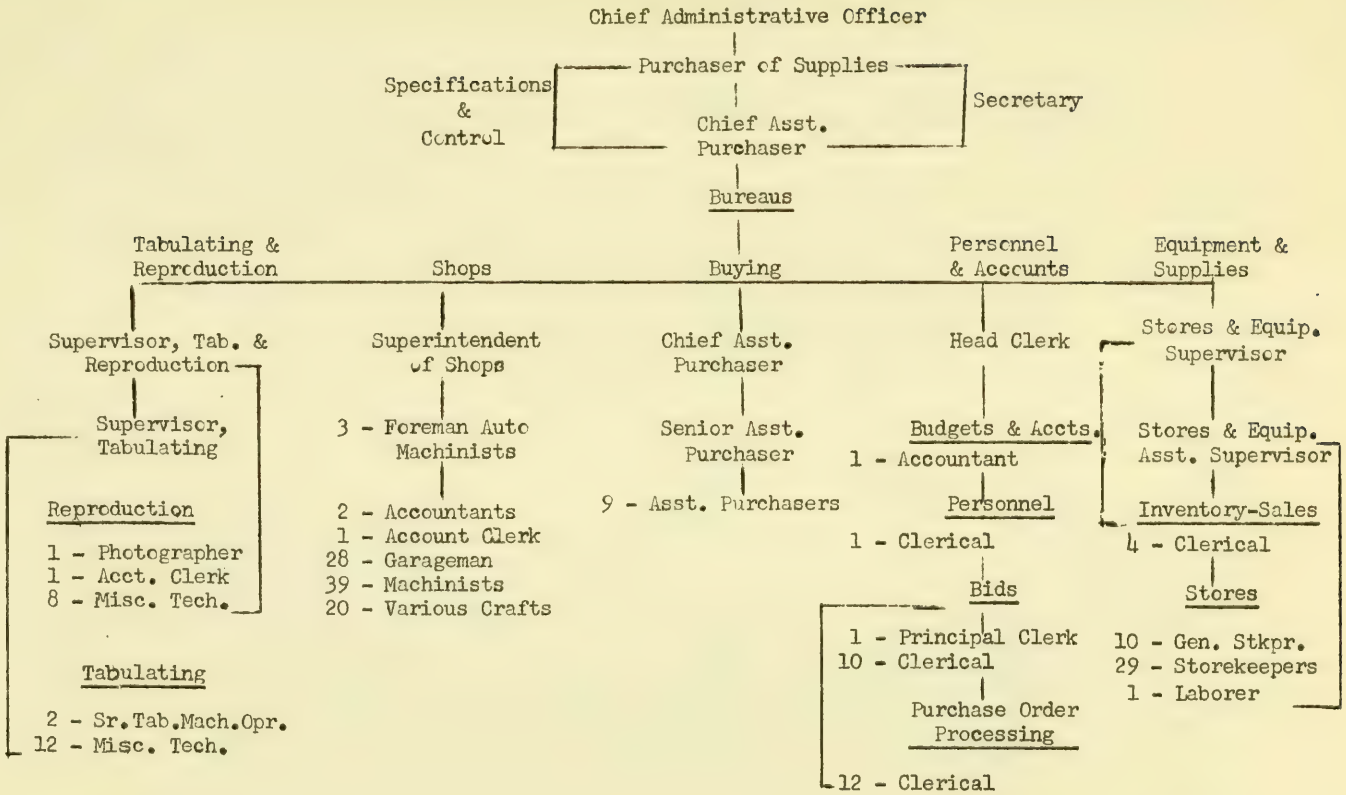
The 1962-63 budget provides for replacement of an offset duplicator with a new and improved model which will make possible the expansion of the work program in this field. Replacement of the other mimeograph machine purchased in 1945 is also included.

Additional improvements planned for 1962-63 fiscal year include: the acquisition of a paper shredder to be used by Civil Service, Finance and Records, and other departments for destruction of confidential papers that, under Air Pollution regulations, may no longer be burned; a Xerox Copier to be installed for use by all departments. A survey of departmental need for this type of equipment was made with the result that several departments were considering one of these machines but did not have sufficient work to justify full-time rental. Central usage will realize considerable saving to the City.

A P P E N D I X

ORGANIZATION CHART

PURCHASING DEPARTMENT



Sept. 1962

TABLE NO. 1

Showing

Purchase Order Processing

	1961-62		1960-61	
	Purchase Orders	Amount	Purchase Orders	Amount
General	17,243	$ 7,413,237	17,386	$ 7,437,858
Education	5,955	3,086,905	5,733	2,881,720
Health	4,588	2,424,516	4,568	2,211,501
Utilities	2,675	3,380,796	5,403	3,129,338
Petty P.O.s (Not exceeding $50)	10,394	296,717	11,223	302,065
	40,855	$16,602,171	44,313	$15,962,482

TABLE NO. 2

EXPENDITURES

Comparison of Expenditures with Original Budget for all Operating Appropriations Except Personal Services for 1961-1962:

Account	Budgeted	Expended	Surplus	Deficit
Contractual Services 1.311.200.000	$31,796	$28,819	* $2,977	
Materials & Supplies 1.311.300.000	13,000	13,550		** $ 550
Equipment 1.311.400.311	5,990	4,834	1,156	
Premium - Official Bonds 1.311.812.311	7,990	8,632		*** 642
Premium - Auto Insurance 1.311.813.311	37,155	40,358		**** 3,203
Membership Dues 1.311.854.000	824	813	11	
Total	$96,755	$97,006	$4,144	$4,395

RENENUES

Comparison of revenues with estimated revenues 1961-62

Account	Estimated Revenue	Actual Revenue	Over Estimated	Under Estimated
Sale of Documents 7061	$ 843	$ 1,443		$ 600
Minor Sales 7062	4,225	7,405		3,180
Miscellaneous Sales 7064	1,015		$1,015	
Sale of Sludge 7451	3,238	8,000		4,762
Sale of Grease 7621	692	1,708		1,016
Total	$10,013	$18,556	$1,015	$9,558

* $2925 transferred to other appropriations.
** $1500 transferred to this appropriation.
*** $1912 charged to other departments for Fidelity Blanket Bond.
**** $3620 Supplemental appropriation for additional city owned automobiles.

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

Fiscal Year 1962-1963

September, 1963

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL

ZONE 2

September 5, 1963

Annual Report
Fiscal Year 1962-63

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1963 is herewith respectfully submitted.

As stated in detail in the report the department expended $16,828,143 by 34,116 purchase orders and by encumbrance requests, maintained 25 storerooms, sold $64,058 surplus city property in 13 sales, did 7389 shop jobs amounting to $908,659, and expended $229,238 on reproduction and tabulating. Purchasing was conducted for all city departments, shop operations for 54 departments and reproduction and tabulating for 55 departments.

Every effort is being made by all bureaus to give departments faster and better service.

Purchasing under the revised limits set by the ordinance effective January 9, 1963 as a result of the Charter Amendment approved by the voters in the June 1962 election has resulted in more rapid and efficient purchasing. The extended use of traveling requisitions has simplified and speeded procurement.

Improved stores procedures has resulted in better stores' operation and reduction in inventories.

Service at the Hall of Justice Service Station is continually expanding. Central Shops service is improving as new modern equipment is being procured on a planned schedule.

More varied duplicating and reproduction services are being performed with new equipment. Central Tabulating services are being expanded and coordinated with EDP program.

New main offices on the second floor of the City Hall, properly laid out for work flow and control were occupied on April 1, 1963. This has resulted in increased morale and efficiency.

The problems associated with operating with temporary help were of concern particularly at shops and in stores.

Mr. Sherman P. Duckel
Chief Administrative Officer

September 5, 1963

The following statements on the activities of the department for past fiscal year answer the specific inquiries of the Mayor to all departments, dated July 26, 1963.

1. Improvements are being made to the Purchaser's Shops under appropriated capital improvement funds.

2. Recommendations on the activities of the department, as stated in the annual report include:

   (a) Establish specification and control system for buying on a full time basis.

   (b) Establish operating coding system for all materials, supplies and equipment, etc.

   (c) Establish better control for stores by use of standard coding and automated records.

   (d) Establish definite policies on motorized equipment replacement and control.

   (e) Expand services of Tabulating and Reproduction Bureau to serve other city departments.

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1962-1963 is given in the appendix, annual report. Funds for departments' activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1962-63 is given in the appendix, annual report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the annual report.

In this, my final annual report, I wish to take this opportunity to express my most sincere appreciation for your cooperation and assistance, to the various city departments and to: T. F. Conway, Buying and assistant department head, J. Brackett, Accounting, A. M. Flaherty, Shops, J. E. Leary, Stores, G. A. Stanley, Tabulating and Reproduction, my Secretary Hazel Shiman, and to the employees of the Purchasing Department for their cooperation and loyalty without which the department could not function as efficiently and as effectively.

Very truly yours,

Ben Benas

BEN BENAS
Purchaser of Supplies

September, 1963

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments, except Public Utilities, and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 205 permanent in five bureaus plus 4 temporary for developing a standard code. The Organization Chart is shown in the Appendix.

Supervisory - June 30, 1963

Administrative

B. Benas - Purchaser of Supplies
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Assistant Director Purchasing and Services - Bureau Head and Assistant Department Head
J. C. Gavin - Senior Purchaser
H. R. Stevins - Coding Supervisor

Equipment and Supplies

J. E. Leary - Stores and Equipment Supervisor - Bureau Head
H. R. Stevens - Stores and Equipment Assistant Supervisor (To October 1962)
J. H. Beck - Acting Stores and Equipment Assistant Supervisor

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head
M. Wehrle - Principal Clerk

Bureaus - Continued

Shops

A. M. Flaherty - City Shops General Superintendent - Bureau Head
J. Fischer - Automotive Machinist General Foreman (To Feb. 1963)
B. Shain - City Shops Assistant Superintendent (Temporary appointment) From June 1963

Tabulating and Reproduction

G. A. Stanley - Central Services Supervisor - Bureau Head
J. W. Bender - Supervisor of Tabulating (Temporary assignment to EDP Staff)
H. Egliht - Acting Supervisor of Tabulating

The valued services of the following were separated from city employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
Retired			
Arthur R. Winkler	Purchaser	21½	9-4-62
Frank S. Fickett	Purchaser	8	9-1-62
Laurence Casement	Machinist	34	1-1-63
Jacob Fischer	Automotive Machinist General Foreman	35½	2-1-63
Clyde R. Walker	Blacksmith Finisher	11½	2-1-63
Harry Zandt	Automotive Machinist Sub-Foreman	13	7-1-63
Died			
Vincent Haderle	Storekeeper	5	9-1-62
George F. Schrimp	Storekeeper	31½	1-9-63

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus, remained substantially the same as in 1961-62. Major accomplishments are indicated in the following table:

Bureau	Unit	1961-1962	1962-1963
Buying	Purchase Orders	40,855	34,116
	Amount	$16,602,171	$16,828,143
Equipment & Supplies	Number of Sales	16	13
	Sales Amount	$ 60,156	$ 64,058
	Major Stores Operated	11	11
Shops	Job Orders	7,519	7,389
	Expenditures	$ 866,214	$ 908,659
Tabulating	Expenditures	$ 116,762	$ 126,520
Reproduction	Expenditures	$ 100,912	$ 102,718

GENERAL COMMENTS

The past year saw material changes in facilities, procedures and methods for the various department activities.

On April 1, 1963, the main administrative Buying and Personnel and Account Bureau offices moved to new quarters on the second floor of the City Hall, increasing the area from approximately 4000 to 6000 square feet. Provision was made for separate partitioned cubicles for each Purchaser, public counter of adequate size, separate bid preparation and purchase order processing facilities, separate walled area for noisy equipment, library and work areas, employees' locker and lunchroom, and separate administrative offices. Employee morale and work accomplishment has materially increased since the move.

Purchasing under the revised limits since April 1963, set by ordinance as a result of the charter amendment voted in June 1962, has been more rapid and efficient and resulted in better service to departments.

The expanded use of travelling requisitions has reduced paper work by eliminating repetitive typing and processing.

Continued increase in products and services under term contracts has been of material benefit to the Purchasing and using departments.

Work continued on developing a standard coding system under supplemental funds. Forbes and Company consultants with Mr. Stevens, Coding Supervisor, developed a basic code designation, coordinated their work with the Controller and using departments and identified 80,000 different items. These items were separated into groups by classes corresponding to the Federal Code. It is expected that the code and master item file will be completed by July 1965.

The Controller worked closely with the Purchaser on joint regulations for handling revolving fund purchases, setting rules for informal and proprietary procurement and processing purchase orders. His cooperation and assistance is appreciated.

The specification and control section formed for studies which cannot be done by buyers without impairing their work functioned on an intermittent basis because of lack of personnel. The need for expanding this function to full time is clearly apparent in view of rapid technological advances in processes, equipment, and materials and supplies.

Use of Friden Flexowriters for bids, automated purchase order writing and blanket orders continued. New functions are continually being performed. This method has been found to be of immeasurable value because original source data can be reused from tapes.

Storekeeping records and control were materially improved because of more direct supervision, improved methods, and departmental cooperation. The bureau, however, has been handicapped because of lack of personnel and the extended use of temporary employments.

A new method of inventory control was initiated under which department heads are responsible for marking and controlling items charged to them instead of by the inventory division of the Stores and Equipment Bureau. When the present records are brought up-to-date it is expected that it will be possible to more easily maintain records current.

Training of storekeepers on improved methods and application to EDP continued. Every effort was made to reduce inventories to the minimum consistent with the time required to obtain delivery. It is expected that the new Department of Electricity and Water Department storerooms will improve their operation and control.

The Stores and Equipment Bureau was responsible for moving the Department of Electricity to new quarters in the Islais Creek area and the Purchasing Department to new offices in the City Hall. These moves were made with the minimum of confusion and without undue delay so that the departments could continue functioning without interuption.

The Central Shops at 800 Quint Street continued to function with increased efficiency as indicated by better condition of city vehicles. Some obsolete equipment was replaced, and other units are scheduled for replacement as funds are made available. The Shops reconverted Fire Department obsolete motorized equipment to modern needed units at material savings. However, to accomplish this, it was necessary, based on Fire Department priorities, to delay some normal maintenance.

The need for better control of automotive vehicles, particularly passenger cars, is apparent. A study is being made under funds provided by the Controller on central budgeting, controlled use, preventative maintenance and replacement at the expiration of the useful life.

The new Hall of Justice Service Station has been highly successful in serving the Police and other departments at the Hall of Justice and some City Hall vehicles. It is expected that the services provided will be expanded particularly greasing, minor adjustments, tires, and inspection for the proposed preventative maintenance program.

Personnel of the Reproduction and Tabulating Bureau worked with many departments on form design, reproduction problems, adaption to tabulating and others, which will result in the expanded use of these central facilities, and on coordination with projected EDP program.

The Purchasing Department is actively participating in the EDP program. The Purchaser is on the committee appointed by the CAO for application to departments under him; the Supervisor of Tabulating is now on leave assigned to the EDP project; a number of department employees took general courses in this subject.

CIVIL DEFENSE

Civil Defense activities of the Purchasing Department included the following:

1. Operating as Supply Service, participated in the "disaster situation" resulting from a severe earthquake April 15, 1963. Representatives of this department met with members of the Petroleum Coordinating Committee and other Civil Defense officials and formulated and presented a plan.

2. Reviewed disaster instructions with new personnel.

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following (outlined in detail in 1962 report):

I. Buying - Bids and Awards

Preparation of bids including contractual and technical requirements; evaluation of bids; and award of bids.

II. Buying - Related Functions

Analysis of records of average use; maintenance of specification file; new term contracts; and review of procedures.

PERSONNEL

The Buying Division is headed by the Assistant Director of Purchasing and Services and includes 11 assistant purchasers. The clerical staff, under the Bureau of Personnel and Accounts, is engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file, and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Detailed employments are as follows:

1 - Assistant Director of Purchasing and Services
1 - Senior Purchaser
7 - Purchasers
2 - Purchasers (Printing)
1 - Assistant Purchaser

OPERATIONS

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

In preparing requisitions, departments are requested to furnish information that will indicate a standard of over-all quality and usefulness suitable for actual use-requirements and permit competition as required by the Charter and Administrative Code. (see Purchaser's letter dated May 1, 1962, subject: Requisitions for Equipment (And Certain Materials and Supplies)). Departments are invited to discuss preparation of requisitions as well as other purchasing methods with the purchasing department.

As time is available personnel are assigned to:

1. Review specifications, forms and procedures.

2. Analyze past purchases with a view towards establishing additional term contracts for articles and services where desirable.

The need for a separate section to expand the above services is apparent if the department is to most efficiently and effectively perform its purchasing functions. This work is now being done on an intermittent basis as time is available. Every effort should be made to procure a full time employment, preferably a a Senior Purchaser, for this work.

Whenever practical, term contracts are entered into for various service and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. Departments have been notified to inform the Purchasing Department regarding services or articles that might be advantageously purchased for them on term contracts.

New term contracts initiated during the year include:

1. Baby Formulas
2. Chemicals for Science & Chemistry Depts.
3. Science Supplies
4. Audio-Visual Equipment
5. Binding Opinions

With the cooperation of the San Francisco Unified School District a five year contract was established for transporting handicapped children for the District. This service was previously contracted for on an annual basis with a local taxicab company. The new contract provides for the use of specially designed, small busses and personnel trained specifically for this operation.

During the fiscal year 34,116 purchase orders were issued which, together with encumbrance requests, totaled $16,828,143. Detailed analysis is shown in Table No. 1 in the Appendix.

GENERAL

CHARTER AMENDMENT

As noted in the 1962 report, section 88.2 was added to the Charter giving the Board of Supervisors power to set purchasing limits. An ordinance amending the Administrative Code in this respect was enacted by the Board and at the same time the complete Code Chapter 21 applicable to purchasing was amended for the sake of clarity. The new purchasing limits set by the Board were up to $100, under rules established by the purchaser and approved by the chief administrative officer; up to $3000 by quotation (unadvertised bid) and beyond $3000 by proposal (advertised bid). In addition, certain commodities such as fresh fruits and vegetables and other perishable foods may be purchased by taking bids monthly (by quotation), which has been determined to be the most economical way to make such purchases. All pending bids are available for public inspection in the Purchasing Department.

The above changes, together with recent higher limits approved for revolving fund purchases and aided by new quarters affording more efficient working conditions have enabled purchasing personnel to work more efficiently.

A substantial reduction in the number of purchase orders resulting from the above changes may be noted by reference to Table No. 1.

STUDIES AND IMPROVEMENTS

CODING DIVISION

The new Coding Division under the Bureau of Buying was established to furnish the Purchasing Department with a more complete source of information on items procured by the various departments of the City and to create a uniform code for all departments.

A committee of five members of the Purchasing Dept. including representatives of buying, storing, tabulating and accounting was selected to explore the various methods used by other cities and private concerns on inventory, coding and control. They concluded the code should be based on the format established by the Armed Forces Supply Center, the city of Washington, D.C, and also the State of California.

In August 1962 the services of John F. Forbes & Co. were contracted for to act in an advisory capacity on the format and scope of the coding system and to assist in classification.

The division began operating in October 1962, with one Coding Supervisor, one Clerk-Typist and a clerk. An additional clerk-typist was employed after two months.

The inventories of material stocked by the various departments were accumulated and punched on tabulating cards to determine the active material used. All the purchase orders for the fiscal year 1961-1962 were reviewed and cards were typed for all items other than the items stocked by departments. A total of approximately 80,000 items were thus identified.

CODING - Continued

Using the cataloging handbook set up by the City of Washington D.C., with a few minor revisions, a coding method was established consisting of a nine digit code arranged as follows: 353.05-0001. The first digit "3" indicates material and supplies, the next two digits are group digits, "53" would be hardware, the fourth and fifth digit are the class digits, in this case "05" would be screws, the last four digits are item numbers. When established the digits on two and three will be the new Object of Expenditure number.

Standard nomenclature is being established in general accord with the cataloging handbook of the Armed Forces Supply Center.

It is expected that use of the code will make purchasing statistics readily available, adapt purchasing to automation, provide a basis for a master specification and item data file as well as simplifying requisition and purchase order writing. All requisitions will go first to the coding section which will verify the number and attach the master file folder containing the code number, item designation, specification if applicable, bidders list, use record, previous department requisition and purchase order numbers. This folder will travel with the requisition, be up-dated, and returned to the file when the purchase order is issued.

The work of establishing the code has reached the point where all the items assembled have been grouped and classified. One group, number 65, has been set up, the word nomenclature established, and is being tabulated.

A number of other groups are ready for card punching. The process of establishing uniform nomenclature and correct identification on items stocked has been a lengthy process but once established all departments should benefit.

Purchasers Richard Winkler and Frank Fickett retired after years of conscientious service. It will be difficult to replace them because of their knowledge and experience in purchasing foods and textiles; and scientific supplies and equipment, furniture, office machines and major appliances - respectively. Their personality and sincerity in dealing with fellow employees, City departments and commercial firms resulted in better buying and service to departments.

BUREAU OF PERSONNEL AND ACCOUNTS

This Bureau, supervised by a Head Clerk with 24 employees, has charge of budgetary and personnel functions, processes bids, purchase orders and contracts; checks invoices for payment by Controller, sells charters, codes and other documents, and procures official bonds for officers and employees. There was a reduction of one employee during the year.

Sales of charters, codes and other documents amounted to $1254.

During the fiscal year 28,768 "regular" purchase orders, totaling $14,618,884 and 5348 "petty" purchase orders totaling $211,881 were processed. This compares with 30,461 "regular" and 10,394 "petty" purchase orders, written during the previous fiscal year. Detail is shown in Table No. 1 of the apoendix.

Reduction of approximately 50% in the number of "petty" purchase orders processed was made possible by raising the amount which may be expended from departmental revolving funds from $15 to $25 and granting of authority for the Purchaser of Supplies to make advances for such purchases to departments not having revolving funds. This has permitted temporary assignment of one clerk from the "Petty Order" section to duties as assistant purchaser.

Discounts earned amounted to $51,235 or 98.9 percent and discount unearned $587 or 1.1 percent. Comparable figures for the preceding year were $48,680 or 99.7% and $161 or 0.3 percent.

Processing of blanket purchase orders on Friden equipment was expanded during the year. It is expected that during the next few months blanket orders for all departments having a substantial number of such orders will be written on this equipment.

IMPROVEMENTS

Improvement in the functioning of the office has been noted since moving into our new quarters. Additional storage space available for supplies, and documents for sale, has been helpful and has resulted in better service to the public.

Purchasing General Office

Flexowriter Section

BUREAU OF EQUIPMENT AND SUPPLIES

The Bureau of Equipment and Supplies operates and maintains a central warehouse and storerooms in various City departments, receives and issues materials, supplies and equipment for all departments of the City and County of San Francisco, and makes miscellaneous emergency purchases for the account of the various agencies. This Bureau arranges and sells surplus and obsolete personal property belonging to the City; exchanges equipment between departments; maintains a perpetual inventory of all materials purchased for the City and County and makes periodic checks of such property. The Bureau also maintains master records on the City's automotive fleet including listings and numbering and, in addition, handles insurance and accident reporting.

PERSONNEL

The Bureau is staffed by the following:

1	Stores and Equipment Supervisor
1	Stores and Equipment Assistant Supervisor
1	Senior Clerk-Stenographer
1	Senior Clerk-Typist
2	Inventory Clerks
10	Senior Storekeepers
21	Storekeepers
8	Assistant Storekeepers
1	Laborer
Total 46	

STORES DIVISION

The Stores Division operates the following stores:

Name and Location		Type	Amount of Inventory
Central Warehouse	- 15th & Harrison	Stationery	$ 11,237
		Janitorial supplies	3,698
		2500 cans foodstuffs	**
		Miscellaneous furniture	**
Central Warehouse Yard	- 1849 Harrison	Pipe & sewer material	**
Dept. Public Works	- 2323 Army Street		68,836
Water Department	- 639 Bryant Street		391,300
Hetch Hetchy	- Moccasin, Calif.		57,603
San Francisco Airport	- South San Francisco		19,819
Municipal Railway	- 24th & Utah Sts. and 2 sub-stores		111,727
	General Store		219,364
	Elkton Yard (Carbarn Fund)		52,092
	Potrero and one sub-store		73,095
	Washington & Mason (sub-store)		42,148
Health Department	- SF General Hospital, 22nd & Potrero		197,291
	Laguna Honda Hospital, 7th Ave. & Dewey		154,087
	Hassler Health Home, Redwood City		25,100
Public Welfare	- Single Mens' Rehabilitation Center, Redwood City, Calif.		2,788
Dept. of Electricity	- 901 Rankin Street	(Approx.)	20,000
Recreation and Park			22,653
Sheriff			48,442
Central Shop Store	- Hall of Justice Garage (sub-store)		38,140

** Storage only - Amount included with departmental inventory

STORES DIVISION - Continued

This past year has been a difficult year personnel wise, due to the lack of Civil Service lists for storekeepers. Fourteen new employees have been hired for periods of 90 days to 5 months which has caused terrific hardships in the departments affected. Four of our group received promotions to better positions, and much as we miss their experience and knowledge, we are always glad to have one of our group step up.

The Department of Electricity, formerly at three locations, was consolidated into one storeroom-warehouse at 900 Rankin Street. We are working in cooperation with the Department of Electricity to establish a Revolving Fund for stores at the warehouse.

The cement and pipe yard which formerly serviced the Department of Public Works was moved from 1849 Harrison Street to 2323 Army Street, along with the inventory control of commodity stores.

At the Central Warehouse changes were made in the storage facilities for the Public Administrator and a new room for staff meetings and assemblies established.

We are looking forward to the move of stores from the Water Department yard on Bryant Street to the new yard in the Islais Creek area, sometime in the 1963-1964 fiscal year. This storeroom will replace the old dilapidated inefficient storeroom on Bryant Street.

Certain changes had to be made at the Municipal Railway's Elkton Yard storeroom due to the construction of a new freeway.

The effect of automation is having its repercussions. The change-over is taking time and the delays are very costly. This has caused added work to be thrown on the storekeepers in being sure the material is on hand when needed, and that the right amounts are ordered.

Our Central Shops storeroom received the second half of the new steel bins requested to replace the old wooden units.

The last unit of the heating system was installed at the Central Warehouse effecting a mean temperature of 68 degrees throughout the building. We have also improved our receiving program at the warehouse as to weights and specifications and counts.

While improvements have been made at storerooms in each department, there are many things to be done, most of which require budget approval. A lifter truck to unload heavy loads of lumber, steel, etc., received and issued at the Municipal Railway's Elkton Yard store, was cancelled by the Supervisors.

The storeroom at the Central Shops is in the process of having material coded, eliminating all obsolete stock, and building up a stock of active moving items required to service equipment in active use.

At some store divisions new types of records geared to automation are being established to speed the processing of requisitions and for better regulation and control.

SALES DIVISION

Thirteen sales were conducted during the fiscal year under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales; preparing sales, inviting interested buyers to bid, opening and awarding of bids, collecting and depositing all money received from buyers with the City Treasurer and keeping records of correspondence relative to the sales.

The total revenue from sales 1962-1963 was $64,058.28, as follows:

Waste Paper	$ 1,434.79
Grease and Bones	1,554.34
Scrap	14,495.81
Autos and Trucks	36,444.42
Sand	4,786.60
Used Office Furniture	576.79
Fare Boxes	2,464.80
Sacks	390.11
Misc. Sales	1,910.62
Total Revenue from sales	$64,058.28

The Bureau continued its selling procedure on used automobiles. By "Spot Bid Sales", in place of sealed bids, more revenue per car is realized and sales are more speedily conducted and expedited. This method was well received by trade buyers. One hundred twenty eight passenger automobiles, and eighteen trucks were sold.

INVENTORY DIVISION

The program for this division includes the maintenance of a perpetual inventory of the City's equipment, moving and transferring, investigation and reporting of missing or stolen property and transferring of used equipment between departments.

This division was assigned the task of coordinating the move of several departments, including Purchasing, Controller, State Legislative Representative, and the Department of Electricity. Procedures and manuals were set up for orderly control of moving equipment and supplies which included estimates and budget appropriations to cover all contractual services dealing with the move. Meetings and conferences were held with department heads concerned to facilitate and expedite the proposed moves. These operations were completed during the year. Preliminary work was also done on the anticipated move of the Record Center to Fort Funston.

During the fiscal year the Inventory Division reclaimed or rehabilitated office equipment and relocated same in various departments to the extent of $45,000 inventory value. This obviated the necessity of buying new furniture and reflected a relief to the budget.

The new method of inventorying all city equipment, as suggested by the Blyth-Zellerbach survey, is progressing and is currently about 90% up-to-date, and in the hands of department heads. This program is a continuing process, and within the next few months will develop into a routine up-to-date procedure.

INVENTORY DIVISION - Continued

Maintaining master records on City's automotive fleet continues to be an important responsibility of this division. The integration of the automobile records with tabulating is now fully operational. This provides a practical, comprehensive and flexible program in dealing with acquisition, assignment, licensing, insurance and disposition of the City's entire automobile fleet, valued at $2,000,000, and comprising approximately 3,000 vehicles. Automobile insurance coverages were extended to cover all city vehicles with the exclusion of emergency vehicles - police, fire and ambulances, and Municipal Railway revenue vehicles. Insurance coverages have been continued at $100/100,000 Bodily Injury Liability and $100,000 Property Damage Liability, thus affording substantial protection.

As required by state law the bureau, working through the California Department of Motor Vehicles, completed a change of registrations and license plates on all City owned automotive equipment. This included a complete audit of all vehicle changes since 1956. Due to the strict liaison between this bureau and the Department of Motor Vehicles and the operating departments, all city units were equipped with 1963 series license plates prior to the issuance of plates to the general public on January 1, 1963.

GENERAL

Some stores divisions are operating with the new encumbrance requests on vendors covering a period of one year or term of a contract; however, this is gradually being eliminated and is being replaced by a new travelling requisition. This will speed up the operation to a greater degree than in the past.

Much favorable publicity has been given the City by the daily press, radio and TV, locally and nationally, trade and national magazines, in connection with the sales program.

All Senior Storekeepers and storekeepers in charge attended seminars conducted by the Mayor's Safety Committee at the Hall of Flowers.

The Stores and Equipment Assistant Supervisor has attended several Material Handling meetings and has been present in an advisory capacity at several state examinations for storekeeping personnel.

We have maintained close cooperation with other cities such as Osaka, Japan, the City of Fremont, Calif., and City of Los Angeles, on matters of loans of equipment, and have loaned a Wiley Traffic Signal for use in television (KTVU).

The Stores and Equipment Supervisor attended the Governor's Safety Seminar in Los Angeles, and has already put into practice many suggestions received at that meeting.

The Bureau proposes to have three of its personnel attend EDP sessions being conducted under the auspices of the Civil Service Commission to obtain a better knowledge of electronic data processing, and its application to the proposed over-all coding operations being planned for city-wide use.

The educational program was shifted into high gear and it is a source of satisfaction that three of our members attended adult night school and graduated with a high school diploma.

BUREAU OF SHOPS

The Central Shops and allied facilities provide necessary mechanical maintenance and repair service for all City departments and bureaus (excepting Public Utilities). In addition, it is the responsibility of this Bureau to inspect, appraise and make recommendations on all City owned vehicles contemplated for replacement, aid the various departments in the writing of specifications, and to receive and approve all new vehicles delivered to the City and County of San Francisco.

Administration and major repair facilities are located at the Central Shops, 800 Quint Street. Other installations are: Golden Gate Park Shop, providing maintenance for Recreation and Park Department equipment; new Hall of Justice Service Station where fuel and lubricants are provided for Police and other City cars, and inspection and light maintenance for Police vehicles; Dept. of Public Works' Army Street Yard and 19th Avenue Station; Health Dept. Garage; and Department of Electricity Yard.

The Central Shops have four main maintenance shop areas: 1. Automobile, 2. Truck, 3. Fire Apparatus, 4. Machine, and the following auxiliary shops: Blacksmith, Pattern, Paint, Hose, Upholstery, Body & Fender, Tire, and Service Station. In addition to the responsibilities for the maintenance and repair of mechanical equipment in school buildings, sewage plants, pumping stations, public buildings etc., 1678 motorized units of the City owned fleet are m aintained, an increase of 72 over the fiscal year 1961-62.

There were no additional employees added to the Bureau in this fiscal year. There are 94 budgeted employments as follows:

1 City Shops General Superintendent
1 Automotive Machinist General Foreman
2 Automotive Machinist Foremen
4 A utomotive Machinist Sub-Foremen
1 Maintenance Machinist Foreman
8 Maintenance Machinist
28 Automotive Machinist
3 Automotive Mechanic
28 Automotive Servicemen
2 Pattern Maker
3 Car and Auto Painter
3 Body & Fender Workers
3 Blacksmith
2 Blacksmith Finisher
1 Upholsterer
1 Chauffeur
1 Senior Account Clerk
1 Accountant
1 Account Clerk

In addition, 1 General Storekeeper and 1 Storekeeper are assigned to the Central Shops to procure, store and issue stock and supplies.

Jacob Fischer, Automotive Machinist General Foreman, retired after 35½ years of City service. The efficient operations of Shop #2 (Truck Shop) and later the Central Shops were in large measure due to his knowledge and leadership.

Harry Zandt, Automotive Machinist Sub-Foreman; Clyde Walker, Blacksmith Finisher; Laurence Casement, Maintenance Machinist, retired from Central Shops after many years of faithful service to the City and County of San Francisco.

The following is a report of the year's activities of the various shops and sub-shops of the Central Shops:

Automobile Shop

The automobile shop staffed with 7 Automotive Machinists Mechanics, 2 Automotive Servicemen and one Foreman, Mr. A. Kerri, is responsible for the repair and maintenance of 557 City owned passenger cars, including Police cars. It should be noted that the City fleet was increased by over 10% during the year.

A total of 2141 jobs were completed by this shop.

A major project completed was the outfitting of over 115 new or replacement special duty cars for Police, Fire, Sheriff, etc., with red lights, sirens, screens and other necessary equipment.

Truck Shop

The Truck Shop is responsible for the maintenance and repair of over 600 trucks and specialized equipment used by various departments of the City.

The shop is staffed with 10 Automotive Machinists, 2 Automotive Servicemen and one Automotive Machinist Foreman, James Elliot. A total of 2970 jobs were completed during the fiscal year, including work for all departments on a wide variety of equipment as:

151 Pickup trucks
27 Heavy Duty Trucks
95 Medium Duty Trucks
8 Tractors
52 Air Compressors
27 Light special equipment - ambulances, bookmobile, busses, concrete cutters, portable light and blower units, chain saws, etc.
190 Heavy special equipment as: motor sweepers, motor flushers, mechanical debris loaders, eductors, rollers, back hoes, bucket loaders, graders, bit sprayers, heater planer, asphalt sprayer, fork lifts, crane trucks, welders, farm equipment, sewer cleaners, power mowers, paint stripers and sickle bars

Major jobs included extensive repair and modification to Street Repair's heater-planer to increase operating efficiency and lessen down-time of this essential equipment.

Truck Shop - (Cont.)

After a disastrous fire on the asphalt spreader, caused by fueling the equipment at the jobsite, a new larger gas tank was built, relocated, and the fuel system modified eliminating this fire hazard.

Extensive alterations were made to the electrical system of the Traffic Painter's paint striper truck. Also, amber lights were installed on truck to relieve the hazard to crew created by the necessity of driving down the center stripe.

Three new curb paint trucks were completely outfitted for service, including installation, on each truck, of an air compressor and equipment racks and providing mea for proper ventilation.

The paint and rebuild program continues. On the larger equipment this includes steam clean, sand blast, rebuild worn parts and paint completely. With this program we have been able to extend useful service of 6 heavy duty trucks and 2 motor sweepers.

Fire Apparatus Shop

This shop is one of the major repair facilities of the Central Shops.

The staff consists of 8 Automotive Machinists, one Automotive Serviceman, one Automotive Machinist Foreman, Mr. L. Counihan, and 1 Automotive Machinist Sub-Foreman, Harry Zandt (retired July 1, 1963).

During the fiscal year a total of 820 jobs was completed and 1432 service calls made for minor field repairs to fire apparatus.

The apparatus conversion program progressed. 5 Seagrave Pumps were converted to modern triple combination units, one American La France pump rebuilt to a foam unit, and one rescue unit converted to a salvage unit.

This completes the extensive apparatus conversion program of the Central Shops. A total of 24 units of fire fighting equipment was converted and rebuilt into modern up-to-date apparatus at a minimum cost to the City,

Three new American La France triple combinations, one new American La France aerial, and one new Seagrave aerial were equipped and tested and put into service.

The following partial list is indicative of the type of work done in this shop.

18 engines removed and completely overhauled
26 clutches replaced
39 sets of brakes relined and drums turned
22 transmissions overhaules
81 engine tune-ups
12 fire pumps overhauled
44 mufflers and tail pipes replaced
23 steering gears overhauled and repaired
46 radiators removed and replaced (repaired)
33 aerial hydraulic repairs
80 front red lights replaced for legal red lights

Fire Apparatus Shop -(Cont.)

The fact that fire apparatus is becomming more complex presents many more difficult maintenance problems. With the increasing alarms the apparatus is working more hours than formerly. This shop has met the challenge and quality and quantity standards have been maintained.

Machine Shop

This shop is the main machine shop, hose and broom repair shop and 3 sub-Machine Shops - one at each of the Sewage Treatment Plants.

The entire division is staffed by 8 Maintenance Machinists and one Foreman, Mr. Ed. Rames.

Repair, maintenance and reconstruction of tools, machinery and mechanical installations and equipment are the main functions of the Machine Shops. This includes the manufacture of parts for the above, construction of special units as requested and machine operations incidental to the automotive divisions.

A few of the major jobs completed during the year were:

1. City Hall - Complete overhaul and reconversion of the main heating and ventilating blowers to roller bearing "Vee" drives and relocation of drive motors.

2. Geary-Fillmore Underpass - Design and construction of special expanding flange-seals for H.P. fire line crossovers.

3. H.P. system (Fire Dept.) - Design and construction of special testing equipment for hydrostatic test of new type cast iron water mains.

4. Civic Center Powerhouse - Complete reconstruction and refitting of large boiler injector pumps.

5. Islais Creek Bridge - Reconstruction of automatic traffic gates.

6. Seacliff Sewage Pumping Station - Complete overhaul of main pumps.

7. Yosemite Sewage Pumping Station - Complete overhaul of main pumps.

8. San Andreas Pumps. (Park Dept. & Co. Jail #2) - Complete overhaul of 2 main pumps and one standby.

9. Park Dept. - Overhaul and reconstruction of main irrigation pumps (Strawberry Reservoir).

10. Park Dept. - Overhaul merry-go-round children playground .

Sewage Treatment Plants - 1. Southeast Plant - 1 Machinist, 2. Northpoint Plant - 1 Machinist, 3. Richmond Sunset - 1 Machinist.

Each of the treatment plants has its own machine shop with limited facilities Overflow jobs are handled by the main shop when necessary. Supervision is under the main shop foreman.

Machine Shop -(Cont.)

Due to 24 hour daily operation of these vital plants the assigned men are on a continuing rotation of rebuilding and repairing pumps, filters, elevators, conveyors, driers and other units characteristic to sewage treatment.

Blacksmith Shop

This shop is staffed with 3 Blacksmiths and 2 Blacksmith Finishers who forge and manufacture all necessary parts to outfit fire apparatus and other city trucks; straighten truck frames and heavy components damaged in accidents; manufacture and sharpen crow bars, gads, punches, chisels, etc.

Major jobs consist of manufacture of tool heater for Street Repair Dept.; manufacture of 10 pickup buggies for street cleaners and the outfitting of 5 new fire apparatus.

This shop recently suffered the loss of 4 of its experienced employees due to retirement and promotions.

Pattern and Ladder Shop

This shop, staffed with 2 Patternmakers, manufactured 12 Fire Department ladders; repaired and made 30 new patterns; repaired 83 ladders; made cabinets and repairs to office furniture; tested new and repaired ladders at Fire College; inspected ladders in fire houses, and performed related woodworking jobs.

Paint Shop

The Paint Shop staffed with 3 Car & Auto Painters, completely repainted or did major paint work on numerous City vehicles and equipment; finished new ladders and refinished repaired ladders; removed City seals from turn-in cars and installed new seals and numbers on all new equipment; painted damaged and repaired City vehicles; painted office furniture; stenciled all new and repaired equipment for the Fire Department, etc.

Hose & Broom Shop

One Maintenance Machinist divides his time between inspection and repair of all types of hose and fittings and also the rebuilding and repair of the brooms used in the mechanical street sweepers.

During the year 27,100 feet of new fire hose was inspected, tested, labeled and distributed. An equal amount was backed down to the lower pressure zone. Another like amount was condemned for sale or disposal.

This shop also rebuilt 61 rotary brooms for the Street Cleaning Department's motorized unit.

Upholstery Shop

This shop, staffed by one Upholsterer, manufactured and repaired all covers,leather goods, protective devices, etc. used by the Fire Dept. In addition, vehicle seats were upholstered. A total of 387 major jobs and several hundred minor jobs was completed.

The demand for service has increased to the point where work had to be contracted out of the shop. An additional man in this shop would permit keeping pace with the demand for service.

Recreation and Park Shop

This shop, located in the maintenance yard area of Golden Gate Park, is staffed with 3 Automotive Machinists, one Automotive Serviceman and 1 Foreman, Mr. Ben Shain.

Maintenance and repairs were performed on the following pieces of equipment assigned to the Recreation & Park Department:

21 Passenger cars
48 Miscellaneous trucks
20 Tractors
47 Misc. units, pumps-air compressors, spray machines, sweepers, chain saws, etc.
113 Power Lawn Mowers
50 Hand Lawn Mowers

During the fiscal year 677 repair jobs were completed on automotive equipment and 479 on various power and hand mowers.

Repairs and maintenance are handled currently with a minimum of down-time even though additions, particularly power lawn mowers, are continuously being made to the equipment for which this shop is responsible.

Hall of Justice Service Station

This facility at 950 Bryant Street operates 7 days a week from 7 a.m. to midnight. It is staffed with 9 Automotive Servicemen, 2 Automotive Machinist and one Sub-Foreman, Mr. Jack Quinn.

The prime function of this station is to fuel and service Police vehicles, in addition, fuel and oil is provided for any City department desiring to use the facilities. Presently 40,000 gallons of gasoline and 800 quarts of oil are dispensed each month. This is an increase of approximately 33% over last year. The service area provides minor repairs to all Police cars and grease, oil change and preventative maintenance inspection to 250 Police cars. (Previously all Police cars were serviced under contract).

Hall of Justice Service Station - (Cont.)

A review of the records show that for the fiscal year 1962-63 a total of 1032 tow jobs were completed, 4160 tires changed, 870 batteries changed and serviced, 3860 mechanical repairs made and 2352 cars greased, serviced and inspected. This is a substantial increase over last year's activities.

The program of inspection and service at this station has paid off in better operating Police cars with a minimum of down-time. It is hoped that an additional Automotive Serviceman might soon be acquired so that the service contract might be cancelled and all Police cars, and vehicles assigned to other departments operating from the Hall of Justice, might receive this improved service at the station.

The need for future expanded facilities can be forseen in this location. It is therefore suggested consideration be given to acquiring the property adjacent to the station, soon to be vacated by the State.

Accounting Section

The Accounting section is now providing assistance to departments serviced at Central Shops by establishing a "monthly cost to repair/maintain rate" for passenger cars and light trucks. This rate was utilized in preparation of some departmental budget estimates. Estimates so prepared reflected a more accurate determination of a departments funding requirements.

Several similar fleet operations were visited during the past year to study other approaches to the problem of compiling valid maintenance cost figures. Several worthwhile ideas were noted and are now included in our shop accounting procedures. It is hoped the current year will permit further visits to similar activities, both private and governmental.

In an effort to provide better service to operating departments and to take advantage of the City's bulk buying power, gasoline and oil service was made available to City vehicles at all of the Purchasing Department Service Stations.

These stations located at 19th Avenue near Taraval, Golden Gate Park Maintenance area, DPW's Army St. Yard, Central Shops, and Hall of Justice Station can conveniently fuel City vehicles at the lowest possible cost.

STUDIES AND IMPROVEMENTS

Studies

Studies of the Central Shop and its operations lead to the conclusion that there must be a more compatible relationship between the units of equipment in the fleet, control of the vehicles, dollars appropriated and manpower. It is anticipated that a study soon to be made by Forbes & Co. will bear this out.

Efficient fleet operations demands a sound inspection and rigidly enforced preventative maintenance program throughout the entire fleet. With such a program the City can expect considerable savings with the reduction of major repairs, equipment down-time and lost time of operation. A limited program of this type is now in force, expansion to all of the fleet will, of necessity, require additional manpower.

Studies - (Cont.)

It is planned, during the next year, to study the feasibility of providing maintenance and repair service on City equipment such as typewriters, filing cabinets, hospital beds, furniture, etc. It is felt that present makeshift maintenance on such equipment is unduly expensive and inefficient, and that a properly equipped work area staffed with skilled craftsmen will provide greatly increased production and longer useful life to City equipment.

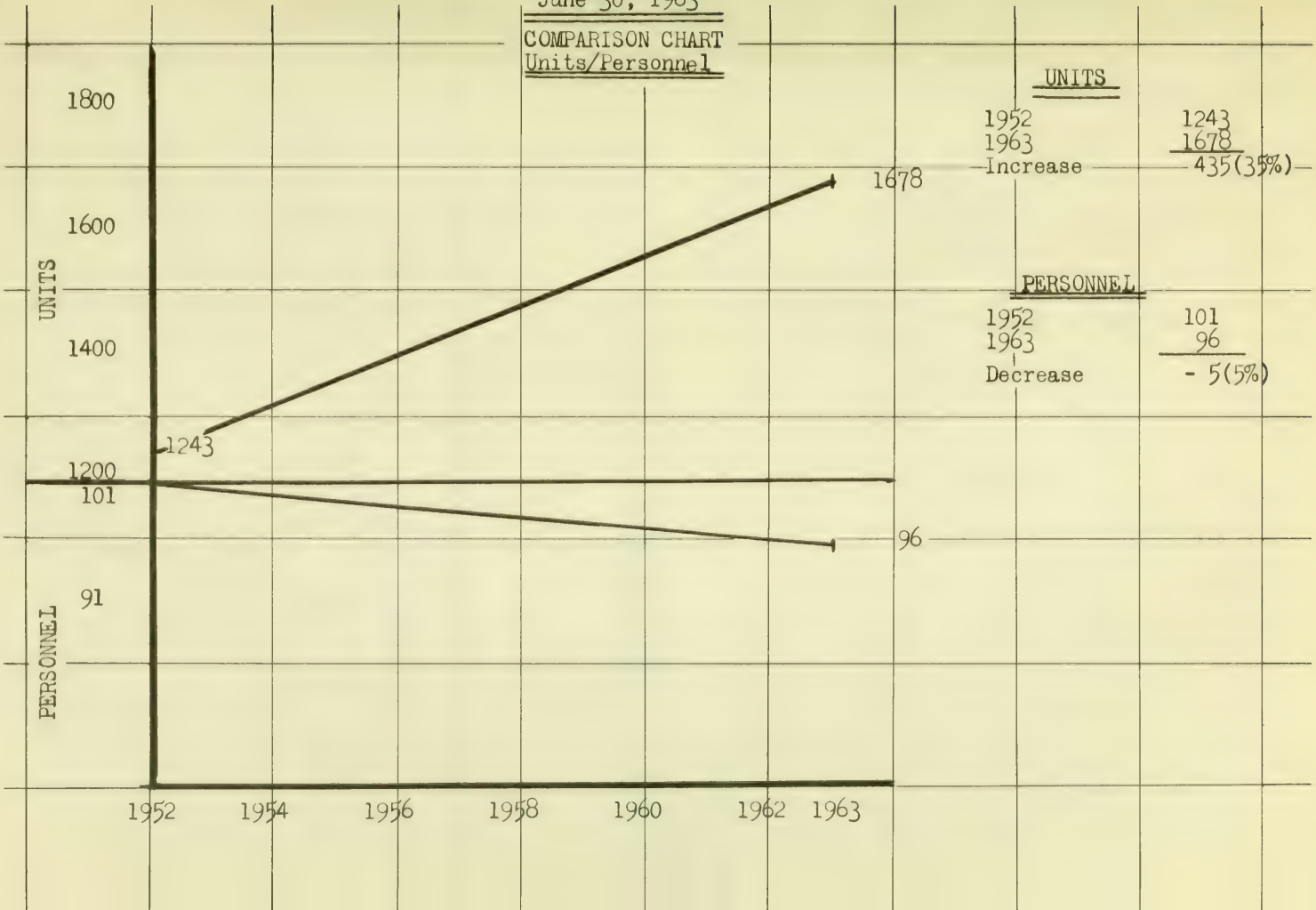
Improvements

1. An unused pit area was put to storage use by the design of a sub-floor shelving area and above floor structure, for safe and orderly storage of brass and steel bar stock, in the Machine Shop.

2. Enlargement of the height clearance of the Body & Fender Shop sliding doors to permit entry of larger trucks for indoor servicing.

CENTRAL SHOPS
June 30, 1963

COMPARISON CHART
Units/Personnel

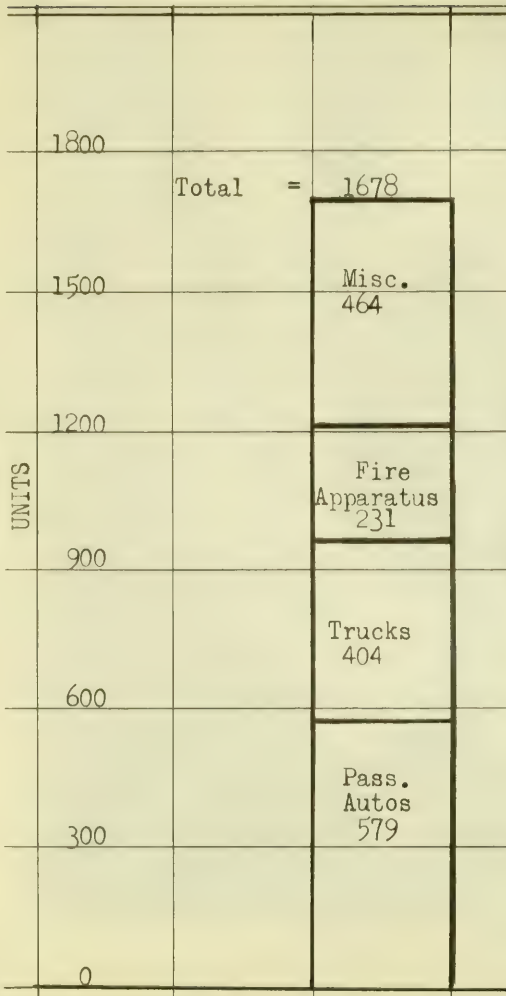


UNITS	
1952	1243
1963	1678
Increase	435(35%)

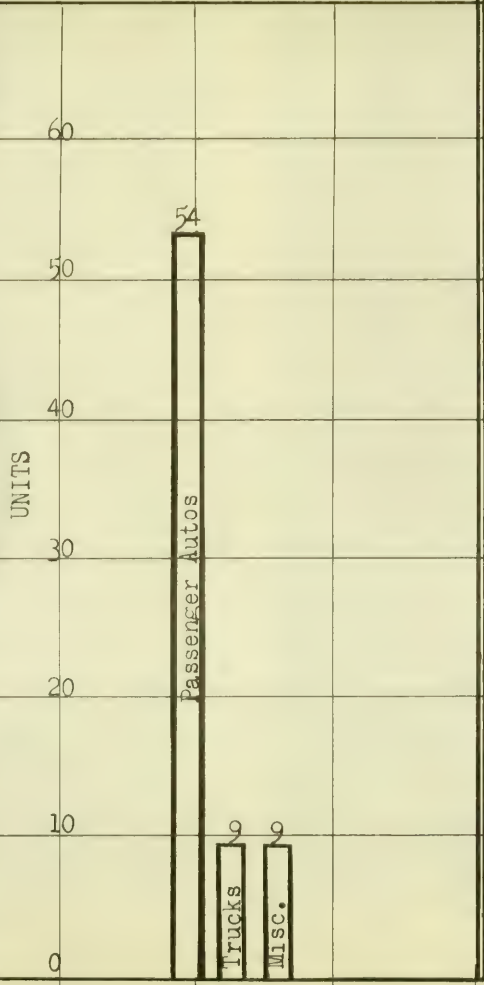
PERSONNEL	
1952	101
1963	96
Decrease	- 5(5%)

CENTRAL SHOPS

EQUIPMENT INVENTORY
June 30,1963



INCREASES IN EQUIPMENT
1962-1963



COMMENTS

Actual gain-no replacements:

Passenger autos	54
Light trucks	5
Medium trucks	2
Heavy trucks	2
Miscellaneous units	9
Total Gain	72

Inventory Adjustments:

"Found"	+8
"Lost"	-26
	-18

Net Adjusted Gain +54

Central Shops 800 Quint St.

Hall of Justice Service Station
950 Bryant St.

TABULATING AND REPRODUCTION BUREAU

The Tabulating and Reproduction Bureau provides centralized service, available to all City and County departments, in machine accounting (IBM), blueprinting, photography, offset printing, mimeograph, photostat, and electrostatic copying (Xerox).

The Bureau occupies four locations: 2 tabulating units - City Hall and Hall of Justice; 2 reproduction units in the City Hall - blueprinting on the 5th floor and other reproduction services in basement. Funds have been appropriated and plans drawn to relocate the blueprinting section in space adjoining other bureau facilities. This move will improve operating efficiency and provide better service to departments.

The Bureau is administered by a Central Services Supervisor with the assistance of a Tabulating Division Supervisor. Funds for operating expenses are provided by budget transfers and work orders from departments using these services. The total cost for work processed during the fiscal year 1962-1963 amounted to $229,238, an increase of $11,564 over the previous fiscal year.

TABULATING SECTION

Room 158, City Hall	Room 125, Hall of Justice
Personnel:	
1 Supervisor of Tabulating	1 Principal Tabulating Machine Operator
1 Senior Tabulating Machine Operator	3 Tabulating Machine Operators
2 Tabulating Machine Operators	5 Key Punch Operators
1 Key Punch Operator	
Equipment:	
2 Key Punch Machines	7 Key Punch Machines
2 Sorting Machines	3 Sorting Machines
1 Collator	2 Collators
1 Interpreter	1 Interpreter
1 Reproducer-Summary Punch	2 Reproducers
2 Accounting Machines	2 Accounting Machines

Major Recurring Functions of the Tabulating Section

Department	Function
Municipal Court	Traffic Citations: Calendars, Notices, Warrants, Adjudication Statistics, Abstracts, Paid and Unpaid License File, Paid and Unpaid Name File, and Miscellaneous Records and Reports
Civil Service Commission	Salary Standardization Reports Salary Survey Data Analysis Recruitment and Examination Records

TABULATING SECTION - Contd.

Department	Function
Controller	Budget Statistics Tabulation of Officials' Bonds Canceled Warrant Report Summary of Unpaid Property Taxes Daily Encumbrance Posting Reports (Purchase Orders) EDP (see below)
Tax Collector	License Tax Accounting: Hotels, Apartment Houses, Food Inspection, Pin Ball Machines, etc. Hotel Transient Tax
Registrar of Voters	Election Officer Payroll Election Analysis and Statistics
Dept. of Public Health	Birth and Death Indexes and Statistics Cost Accounting-Central Office and San Francisco General Hospital Inventories-San Francisco General Hospital (see below) Public Health Field Nursing;: T.B.Patient Subsidy Reports X-ray Statistics; Emergency Hospital Statistics; Ward Census Summary; Inventories-LHH (see below); Budget Statistics
Purchasing Department	Inventories-Equipment and Warehouse Stores Stationery Control Record of Average Use (materials) Fee Tag Reports Purchase Order Registers Shop Expenditure Reports Vehicle Maintenance Cost Accounting Contracts and other Statistics
Public Utilities Heat, Light, and Power	Distribution and Accounting Records of Consumption of Gas and Electricity by City and County Departments

The scope of machine accounting operations performed by the Bureau continues to expand. During the fiscal year the following procedures were inaugurated:

For the Controller - A record of employee training in the field of electronic data processing (EDP). This will record courses taken and completed and will prove of great value to the City, and to the employees, with respect to future assignments in this new and growing field of automation.

For the San Francisco General Hospital - Medical Records and Discharge Analysis. Also inventories of Culinary Supplies, Linen Supplies, Nursing Supplies, and General Office and Stationery Supplies.

For the Laguna Honda Home - Inventories of Commissary Equipment and Supplies, Commissary Food Supplies, and Pharmaceutical Supplies.

REPRODUCTION SECTION

Two Locations, Room 50 Basement and 5th Floor, City Hall

Personnel:

* 1 Supervisor of Central Services
1 Photographer
1 Photographer, as needed
1 Photostat Operator
1 Photostat Operator, part time
1 Sr. Blueprinting Machine Operator
2 Blueprinting Machine Operators
1 Sr. Offset Machine Operator
1 Offset Machine Operator
1 Sr. Account Clerk

Equipment:

1 Blueprint Machine
2 Ammonia Process Machines (dry process)
1 Photostat Machine
2 Microfilm Cameras
2 Mimeograph Machines
2 Offset Duplicating Machines
Cameras, Enlargers, Printers, etc.

* Also acts in the capacity of Supervisor of Reproduction.

Major Recurring Functions of the Reproduction Section

Department	Function
All Departments	Departmental Budget Estimates
Various Departments (20)	Annual Reports
Assessor	Real Property Transfer Records
City Attorney	Opinions and other Legal Papers
Board of Supervisors	Calendars and Ordinances
Purchasing	Bids, Specifications, and Purchasing Records
Treasurer	Microfilm Record of Checks Deposited
Recreation and Park	Specifications for Construction, Maintenance, and Repair of Buildings, Parks, & Recreation Facilities
SF Unified School District	Annual Budget
Public Works, Engineering, Bureau of Architecture, Recreation & Park, SFUSD	Contract Sets of Blueprints for Construction, Maintenance, and Repair of Public Buildings, Streets, Sewers, and Recreational Facilities
Public Works, City Attorney, SF Unified School District	Photography in connection with Construction Progress, Earth Slides, Accidents, Redevelopment and Planning
Assessor, Public Works, Real Estate, Recorder, Tax Collector, Purchasing	Blueprinting of Block Maps of the City and County

In addition to the major functions listed above the Bureau performs many hundreds of nonrecurring jobs for City departments. In most instances time is the essence - a deadline must be met. It is in the fulfillment of these obligations that the Bureau performs one of its most valued services to the City and County.

STUDIES AND IMPROVEMENTS

Studies

Studies are being conducted with Laguna Honda Hospital staff on expansion of IBM and Tabulating services including:

Rehabilitation Analysis and Patient Analysis - classified in accordance with the standard nomenclature. The first includes information concerning condition on entrance, degree of improvement, and follow-up information on self care and living arrangements. The latter concerns sex, race, geriatrics, pediatrics, operations, post-operative deaths, autopsies, and coroner's cases.

Studies are also being conducted on the establishment of Ward Census Reports. These reports will provide statistical information concerning beginning census, admittances, births, transfers-in, transfers-out, deaths, discharges, and closing census. Information will be recorded daily and reports prepared monthly and semiannually.

Merger of the IBM machine accounting unit of the Department of Public Works with Central Tabulating is being studied. Discussions are in the preliminary stages and there are many problems that must be resolved before such a consolidation could be effected. However, it does appear to have great merit. A number of present procedures are adaptable to EDP, and the remaining work can be accommodated on less equipment than is now under rental. Also, less personnel will be required and it will be possible to release some of the operators to the EDP project.

A study of possible revisions and improvements in the present method of providing abstracts of property transfers for the Assessor has been started. The daily volume of work involved in this project has been steadily increasing the past few years to a point where it is now nearly double that planned for the system, devised over ten years ago. The object will be to expedite transmission of this information and to reduce cost.

Improvements

A Xerox electrostatic copy service was inaugurated in October. The central use of this equipment resulted in considerable savings to the City and proved highly satisfactory as indicated by the following figures: October - 4,435 copies; January - 10,338 copies; June - 13,651 copies.

A new offset duplicator was installed to accommodate standard paper sizes 11 x 17" and 14 x 17", making it possible to offer a much wider range of lithographic service. Maximum paper size of the smaller machine is 10 x 14".

In addition to the installation of the larger offset press funds have been provided in the 1963-64 budget for replacement of the process camera and paper cutter. The volume of work is expected to increase materially as a result of these improvements. For this reason funds have been requested to enlarge the working areas for lithographic service and to increase the darkroom facilities.

A P P E N D I X

ORGANIZATION CHART
PURCHASING DEPARTMENT

Chief Administrative Officer

Purchaser of Supplies

Specifications & Control

Assistant Director of Purchasing & Services

Secretary

Bureaus

Tabulating & Reproduction

Central Services Supervisor

Supervisor Tabulating

Reproduction

1 - Photographer
1 - Sr. Acct. Clerk
7 - Misc. Tech.

Tabulating

1 - Sr.Tab.Mach.Opr.
1 - Prin.Tab.Mach.Opr.
6 - Tab. Machine Oprs.
6 - Misc. Technicians

Shops

City Shops General Superintendent

Asst. Superintendent City Shops

7 - Foreman & Sub-For.

1 - Sr. Account Clerk
1 - Accountant
1 - Account Clerk
28 - Auto.Servicemen
39 - Machinists
15 - Various Crafts

Buying

Asst. Dir. of Pur. & Services

Senior Purchaser

10 - Purchasers
(7 Commodity Pur.
(2 Pur. Printing
(1 Asst. Purchaser-Term & Serv.Cont.)

Coding

1 - Supervisor

3 - Clerical

Personnel & Accounts

Head Clerk

Budgets & Accts.

1 - Accountant

Personnel

1 - Payroll & Per. Clerk

Bids

1 - Principal Cl.
10 - Clerical

Purchase Order Processing

12 - Clerical

Equipment & Supplies

Stores & Equipment Supervisor

Stores & Equip. Asst. Supervisor

Inventory-Sales

4 - Clerical

Stores

10-Sr.Storekprs.
21-Storekeepers
8-Assistant Storekeepers
1-Laborer

June 30, 1963

DETAIL OF PURCHASE ORDERS

FISCAL YEAR 1962-63

O.E.	ITEM	25 - Under P.O.	$	25.01 - 50 P.O.	$	50.01 - 75 P.O.	$	75.01 - 100 P.O.	$	100.01 - 500. P.O.	$	500.01 - 1000 P.O.	$	1000.01 - Over P.O.	$	Total
200	Contractual Services	50	898	343	13765	165	10646	202	18858	535	129550	115	80923	159	576656	1569
216	Maint. & Repair Automotive Equip.	5	114	155	6810	78	5393	110	10679	182	41350	34	26745	39	118328	603
218	Maint. & Repair Office Appl.& Equip	17	216	140	5449	46	2974	38	3561	38	6139	1	780	-	-	280
219	Maint. & Rep.Other Equip.(Inc.ParkM	13	300	135	5840	56	3705	35	3157	129	26127	7	5216	5	6663	380
232	Telephone & Tel.Radio,Teletype,etc.	7	145	19	763	7	473	5	500	34	10048	-	-	2	6202	74
234	Bluepr.Mimeo,Photo & Photost.Tab.Adv	15	327	89	3847	40	2638	45	3997	117	26268	33	25479	62	189875	401
235	Subscriptions, Newspapers &Periodic.	43	726	78	2716	28	1884	54	4498	49	10307	3	2250	4	19550	259
236	Cleaning,renot,Laundry-Towel Service	6	99	48	1911	33	2116	16	1427	53	12294	3	1869	-	-	159
291	Non-Personal Servs-Child CareCenters	17	356	134	5479	72	4517	57	5291	219	58133	25	17116	58	121570	582
298	Other Service	5	103	20	740	23	1503	31	2839	27	6035	2	1323	2	2550	110
300	Materials & Supplies - miscel.	266	4742	1317	51850	741	46447	557	49995	1807	387669	278	200901	335	1153504	5301
301	Tires & Tubes	5	101	43	1665	27	1663	18	1667	60	11885	3	1745	-	-	156
302	Other Auto.Replace.parts,elec& non	-	-	8	278	4	298	1	92	8	1012	-	-	1	1531	22
303	Repl. Parts Other Mach.& Equip.	10	165	111	4532	68	4213	50	4527	116	25736	11	7629	17	46134	383
305	Small Tools	9	177	66	2737	38	2486	19	1678	57	11150	4	2600	1	1170	194
306	Shop, Field & Engine Room Supplies	10	169	115	4167	54	3291	28	2452	74	14895	8	5930	5	8114	294
311	Aggregate & Other Building Materials	2	40	49	1970	27	1825	15	1321	73	18545	57	39788	56	210960	279
315	Builders' & Misc. Hardware	16	283	144	6236	74	5060	91	8631	171	38790	7	4332	5	11231	508
316	Pipe,Plumbing & Steam Fitting Supplies	13	233	141	5969	37	2293	48	4466	118	24110	15	10297	10	231158	382
317	Electrical Supplies	17	261	180	7374	72	4834	80	7130	260	57616	39	25891	25	64610	673
318	Paints & Painters' Supplies	3	66	63	2849	28	1897	55	5367	47	10415	1	859	2	2812	199
321	Fuels, Illuminats & Lubricants	79	1384	157	6400	85	5666	57	5584	270	66636	27	18530	50	230192	725
331	Household & Institutional Supplies	16	296	143	5464	83	5165	66	5824	309	66802	59	38546	21	27878	697
335	Clean, Polishing,Lavat.Janit.Supp.	19	332	181	6645	143	9070	71	6232	245	57634	21	14738	4	5518	684
353	Dairy Prod.,Fountain Sup.Tob.& Confec	57	937	199	7117	156	9843	141	12946	619	147755	155	111246	258	750744	1585
354	Farinaceous Products	6	98	40	1449	24	1416	24	2110	117	26133	14	9767	4	4858	229
355	Meat - Fish - Poultry	11	213	118	4526	92	5953	113	10098	502	134886	135	98030	208	611318	1179
359	Other Foodstuffs	10	187	93	3365	57	3761	29	2484	247	58692	38	26476	43	90545	517
361	Drugs, Chemicals & Gases	20	300	199	7869	138	8871	176	16748	677	186814	148	109240	164	330266	1522
362	Hospital & Laboratory Supplies	23	361	158	6151	90	5943	85	7666	306	72881	62	45174	66	137218	790
371	Stationery,Office & Classrm. Supp.	130	2170	924	34229	429	26374	371	32972	738	146292	110	76532	71	186646	2773
372	Photographic & Drafting& other Supp.	24	392	233	9932	133	8630	121	10944	282	64270	144	101536	63	213661	1000
400	Equipment	101	1832	283	10745	201	20220	183	16091	1172	355132	159	111032	486	1903233	2585
491	Library Reference	53	886	260	9712	128	7935	113	10031	302	69570	214	154800	89	325123	1159
799	Stores Account	113	2223	953	40184	621	33458	738	69421	2245	525633	348	258834	323	1218600	5341
996	Overhead - Interdepartmental	23	473	126	4831	91	5855	27	2356	153	30891	29	21408	73	488564	522
	Total	1214	21605	7465	295566	4189	268316	3870	353639	12358	2937095	2309	1657562	2711	9296982	34116

Purchases by Encumbrance Request

TABLE NO. 1

Showing

Purchase Orders Processed

	1962-63		1961-62	
	Purchase Orders	Amount	Purchase Orders	Amount
General	14,755	$6,615,121	17,243	$7,413,237
Education	6,143	3,196,583	5,955	3,086,905
Health	4,402	2,419,143	4,588	2,424,516
Utilities	3,468	2,388,037	2,675	3,380,796
Petty P.O.s	5,348	211,881	10,394	296,717
	34,116	$14,830,765	40,855	$16,602,171
Purchases by Encumbrance		1,997,378		-
Requests		$16,828,143		$16,602.171

TABLE NO. 2

EXPENDITURES

Comparison of expenditures with original budget for all operating appropriations except Personal Services for 1962-1963:

Account	Budgeted	Encumbered & Expended	Surplus	Deficit
Contractual Services 2.311.200.000	$30,683	$28,181	$ 3,502	
Materials & Supplies 2.311.300.000	14,000	14,076		$ 76
Equipment 2.315.400.311	32,150	29,006	3,144	
Premium - Official Bonds 2.315.812.311	8,485	7,318	1,167	
Premium - Auto Insurance 2.315.813.311	38,615	38,201	414	
Membership Dues 2.311.800.000	831	827	4	
Total	$124,764	$117,609	$ 8,231	$ 76

REVENUES

Comparison of revenues with estimated revenues 1962-63

Account	Estimated Revenue	Actual Revenue	Over Estimated	Under Estimated
Sale of Documents 7061	$ 850	$ 1,254		$ 404
Minor Sales 7062	4,200	5,386		1,186
Sale of Grease 7621	900	1,283		383
Total	$ 5,950	$ 7,923		$1,973

TABLE NO. 3

SHOP EXPENDITURES

Comparison of expenditures with original budget for all appropriations except personal services for 1962-1963:

Object		1962-63 Amount	1961-62 Amount
Administrative Salaries		$ 9,626	$ 17,625
Wages		506,279	494,907
Contractual Services		111,415	107,772
Materials and Supplies		187,481	176,317
Retirement		6,105	5,795
Work Orders		87,753	63,798
	Total	$908,659	$866,214
Contractual Services			
Original appropriation		$ 77,946	$ 72,584
By transfer		36,743	36,623
		114,689	109,207
Less unexpended		3,274	1,435
Expenditure	Total	$111,415	$107,772
Materials and Supplies			
Original appropriation		$166,945	$159,718
By transfer		21,460	16,650
		188,405	176,368
Less unexpended		924	50
	Total	$187,481	$176,318

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

ANNUAL REPORT

FISCAL YEAR 1963-1964

August, 1964

CITY AND COUNTY OF SAN FRANCISCO

PURCHASING DEPARTMENT

270 CITY HALL
ZONE 2

August 28, 1964

Annual Report
Fiscal Year 1963-64

Mr. Sherman P. Duckel
Chief Administrative Officer
289 City Hall

Dear Mr. Duckel:

The annual report of the Purchasing Department for the fiscal year ending June 30, 1964 is herewith respectfully submitted.

This report reflects significantly the excellent work of the department under Mr. Ben Benas, my predecessor, who retired as Purchaser of Supplies on January 31, 1964. Among the legal, procedural and physical changes initiated or made by Mr. Benas are these:

1. Charter amendment providing that purchasing limits be set by Board of Supervisors. Subsequently, the Administrative Code was amended to provide for modern, realistic limits and concurrently the other sections of the code pertinent to the Purchasing Department were clarified and amended where such could be done to the City's advantage.

2. New, larger quarters for Bureau of Buying and Personnel and Accounts were acquired, designed for and resulting in better service to the public and other City departments and for more efficient operation.

3. A coding system for equipment, materials and supplies was substantially completed.

The above and other improvements by Mr. Benas have resulted in material savings to the City.

As stated in detail in the report the department expended $17,096,345 by 33,712 purchase orders and $14,204,233 by encumbrance requests; maintained 25 storerooms; sold $37,951 surplus City property and did 6703 shop jobs in the amount of $943,602. Tabulating Bureau furnished services in the amount of $137,023 and Reproduction Bureau in the amount of $65,821.

Continued effort is being made by all bureaus to give departments faster and better service.

Service at the Hall of Justice Service Station is continually expanding. Central Shops service is improving as new modern equipment is being procured on a planned schedule.

Mr. Sherman P, Duckel, CAO August 28, 1964

More varied duplicating and reproduction services are being performed with new equipment. Central Tabulating services are being expanded and coordinated with EDP program.

The problems associated with operating with temporary help were of concern particularly at shops and in stores.

The following statements on the activities of the department for past fiscal year answer the specific inquiries of the Mayor to all departments, dated July 21, 1964.

1. There were no capital programs in progress during the year.

2. Recommendations on the activities of the department, as stated in the annual report include:

   a. Establish specification and control system for buying on a full time basis.

   b. Establish automobile management system to provide for trouble-free operation of vehicle fleet including an appropriate replacement program.

   c. Install the recently completed coding system for equipment, materials and supplies to the end that it can be used to the fullest advantage by City departments

3. The comparison of expenditures for all appropriations other than those for personal services with original budget appropriations for 1963-1964 is given in the appendix, annual report. Funds for departments' activities are obtained mainly by transfers from budget appropriations of other departments.

4. The comparison of revenues with revenues estimated in the budget of 1963-64 is given in the appendix, annual report.

5. The budget appropriations of other departments for automotive and other equipment services, and for tabulating and reproduction, should be increased yearly to compensate for the increase in work required, and for steadily increasing labor and material costs.

6. The statistics on work accomplished are given in the annual report.

In this, my first annual report, I wish to take the opportunity to thank you for your confidence in me on my recent appointment and to thank my fellow workers in the Purchasing Department for their cooperation, loyalty and enthusiasm without which the department could not function as efficiently and as effectively.

Very truly yours,

T. F. Conway

T. F. CONWAY
Purchaser of Supplies

August, 1964

ANNUAL REPORT

PURCHASING DEPARTMENT

CITY AND COUNTY OF SAN FRANCISCO

The Department purchases materials and supplies, equipment and contractual services for all departments for the City and County, including city-owned utilities, and the San Francisco Unified School District; repairs and maintains automotive and other equipment for the various departments, except Public Utilities, and for the School District as requested; operates a central tabulating and reproduction bureau for departments requiring its services; transfers to other departments for use or sells equipment and supplies no longer useful to any department of the city; maintains a perpetual inventory of equipment in the various departments; and operates central stores of the Purchasing and various other departments.

In addition, advisory service is given to other departments by the Shops on equipment and mechanical problems and by the Bureau of Buying on new products, specifications and prices.

PERSONNEL

Employments totaled 205 permanent in five bureaus plus 4 temporary for developing a standard code. The Organization Chart is shown in the Appendix.

Supervisory - June 30, 1964

Administrative

T. F. Conway - Purchaser of Supplies - Appointed 2/1/64
B. Benas - Purchaser of Supplies - Retired 1/31/64
H. Shiman - Secretary

Bureaus

Buying

T. F. Conway - Assistant Director Purchasing and Services
Bureau Head and Assistant Department Head - (to Feb. 1964)
J. C. Gavin - do (acting)
J. C. Gavin - Senior Purchaser - (to Feb. 1964)
C. P. Webster - Senior Purchaser (acting)
H. R. Stevens - Coding Supervisor

Equipment and Supplies

J. E. Leary - Stores and Equipment Supervisor - Bureau Head - (to 5/1/64)
J. H. Beck - Stores and Equipment Supervisor (acting)

Bureaus - Continued

Personnel and Accounts

J. Brackett - Head Clerk - Bureau Head
M. J. Wehrle- Principal Clerk - (to 7/15/64)
R. A. Davis - Principal Clerk

Shops

A. M. Flaherty - City Shops General Superintendent - Bureau Head
B. Shain, City Shops Assistant Superintendent (to 4/15/64)
E. A. Ramos, City Shops Assistant Superintendent (4/16/64 - acting)

Tabulating

H. . Eglint - Tabulating Division Supervisor (acting) - Bureau Head
J. W. Bender - Tabulating Division Supervisor (Temporary assignment to EDP Staff)

Reproduction

G. A. Stanley - Central Services Supervisor - Bureau Head (to 8/1/63)
T. J. Ryan - Blueprint and Reproduction Manager - Bureau Head (9/11/63 - acting) - (1/27/64 permanent)

The valued services of the following were separated from City employment through retirement or death after years of meritorious accomplishment:

Name	Position	Approx. Years City Service	Date
Retired			
George A. Stanley	Central Services Supervisor	26	8-1-63
Matthew E. Dugan	Storekeeper	40½	9-1-63
Harris F. Irving	Automotive Machinist	21	9-1-63
Edward W. Patrick	Storekeeper	38	10-1-63
B. H. Schettler	Purchaser	18	11-1-63
Bolger, James J.	Automotive Machinist	23	11-1-63
Roy L. Bartmess	Auto. Body & Fender Worker	30	2-1-64
Ben Benas	Purchaser of Supplies	31	2-1-64
Benjamin Shain	City Shops Asst. Supt.	29½	4-16-64
James Leary	Stores & Equipment Superv.	38½	5-1-64
Gene Waller	Automotive Machinist	17	5-2-64
James Brackett	Head Clerk	34	6-30-64
Elizabeth Angelius	Tabulating Mach. Operator	35½	6-30-64
Died			
David Offenberg	Storekeeper		10-28-63
Earl Johnson	Offset Machine Operator		11-8-63
Edward D. Donovan	Automotive Machinist		6-16-64

Work Accomplished

The work accomplished in the fiscal year, described in more detail under the separate bureaus remained substantially the same over-all as in 1962-63, the apparent increase in one area (encumbrance requests) being explained in foot note. Recapitulation is as follows:

Bureau	Unit	1962-1963	1963-1964
Buying	Purchase Orders	34,116	33,712
	Amount	$16,828,143	$17,096,345
	Encumbrance Requests - Amount *	$ 1,997,378	$14,204,233
Stores & Equipment	Surplus Sales - Amount	$ 64,058	$ 37,951
	Major Stores operated	11	11
Shops	Job Orders	7,389	6,703
	Expenditures	$ 908,659	$ 943,602
Tabulating	Services rendered - Amount	$ 126,520	$ 137,023
Reproduction	Services rendered - Amount	$ 102,718	$ 65,821

* Total amount of encumbrance requests underestimated for 1962-63. Detailed statistics maintained during 1963-64 produces above amount.

GENERAL COMMENTS

The past year, while not marked by material changes in facilities, procedures and methods as was the case in the preceding year saw steady progress being made as the result of these changes.

The advantages of the larger, better designed and better lighted quarters, occupied in April, 1963, continue to accrue.

Purchasing under the revised limits since April, 1963, set by ordinance as a result of the charter amendment voted in June, 1962, has continued to be more rapid and efficient and to result in better service to departments.

Additional expansion of the use of travelling requisitions continues to reduce paper work by eliminating repetitive typing and processing.

Continued increase in products and services under term contracts has been of material benefit to the Purchasing and using departments.

Concurrent with the development of the Coding system for equipment, materials and supplies, studies were made and meetings with other departments were held in order that the system could be put into useful operation as soon as possible.

The department cooperates with the U.S. Department of Justice in reporting all tie bids to them. Similar information is furnished to the California Department of Justice as requested.

The specification and control section formed for studies which cannot be done by buyers without impairing their work functioned on an intermittent basis because of lack of personnel. The need for expanding this function to full time is clearly apparent in view of rapid technological advances in processes, equipment, and materials and supplies.

Use of Friden Flexowriters for bids, automated purchase order writing and blanket orders continued. New functions are continually being performed. This method has been found to be of immeasurable value because original source data can be reused from tapes.

Storekeeping records and control were materially improved because of more direct supervision, improved methods, and departmental cooperation. The bureau, however, has been handicapped because of lack of personnel and the extended use of temporary employments.

Central Shops at 840 Quint Street continued to function efficiently. As stated elsewhere, preliminary work was done on vehicle management procedure.

The new Hall of Justice Service Station has been highly successful in serving the Police and other departments at the Hall of Justice and some City Hall vehicles. It is expected that the services provided will be expanded particularly greasing, minor adjustments, tires, and inspection for the proposed preventative maintenance program.

Personnel of the Reproduction and Tabulating Bureau worked with many departments on form design, reproduction problems, adaption to tabulating and others, which will result in the expanded use of these central facilities, and on coordination with projected EDP program.

The Purchasing Department is actively participating in the EDP program. The Purchaser is on the committee appointed by the CAO for application to departments under him; the Supervisor of Tabulating is now on leave assigned to the EDP project; a number of department employees took general courses in this subject.

BUREAU OF BUYING

This Bureau procures materials and supplies, equipment, insurance, contracts for services, for all city departments and the San Francisco Unified School District. Except for term contracts based on estimated quantities, all buying starts with receipt of requisition from the using department. Included in or incidental to the procurement function are the following: (outlined in detail in a previous report)

I. Buying - Bids and Awards

Preparation of bids including contractual and technical requirements; evaluation of bids; and award of bids.

II. Buying - Related Functions

Analysis of records of average use; maintenance of specification file; new term contracts; and review of procedures.

PERSONNEL

The Buying Division is headed by the Assistant Director of Purchasing and Services and includes 11 assistant purchasers. The clerical staff, under the Bureau of Personnel and Accounts, is engaged in typing, mailing, opening and tabulating bids, maintaining bid index and specifications file, and typing contracts. Funds for some of these employments, both buying and clerical, are provided by other departments.

Detailed employments are as follows:

1 - Assistant Director of Purchasing and Services
1 - Senior Purchaser
7 - Purchasers
2 - Purchasers (Printing)
1 - Assistant Purchaser

OPERATIONS

Purchasing work is assigned on a commodity basis with allowance for items of a special nature or in cases where seasonal peaks or vacation period make it advisable to temporarily deviate from this policy.

Periodic meetings of the buying staff permit the exchange of ideas, explanation of improved procedures and generally keep the assistant purchasers informed as to the over-all progress and problems.

Every effort is made to process requisitions as rapidly as possible but delays occur due to lack of personnel, inadequate information furnished with requisitions, and failure of departments to submit requisitions promptly for equipment items that are to be grouped for purchase for purposes of standardization and economy.

In preparing requisitions, departments are requested to furnish information that will indicate a standard of over-all quality and usefulness suitable for actual use-requirements and permit competition as required by the Charter and Administrative Code. (see Purchaser's letter dated May 1, 1962, subject: Requisitions for Equipment (And Certain Materials and Supplies)). Departments are invited to discuss preparation of requisitions as well as other purchasing methods with the purchasing department.

As time is available personnel are assigned to:

1. Review specifications, forms and procedures.

2. Analyze past purchases with a view towards establishing additional term contracts for articles and services where desirable.

The need for a separate section to expand the above services is apparent if the department is to most efficiently and effectively perform its purchasing functions. This work is now being done on an intermittent basis as time is available. Every effort should be made to procure a full time employment for this work.

Whenever practical, term contracts are entered into for various service and commodities in general use by several departments or recurring use by a department. The main advantages are elimination of the time lag resulting when individual bids are requested and elimination of the costs involved in individual bids. A recent addition to the list of term contracts provides for moving household and office equipment. Departments have been notified to inform the Purchasing Department regarding services or articles that might be advantageously purchased for them on term contracts.

New term contracts initiated during the year include:

1. Door Closers, Floor hinges and parts
2. Radio and Electronic parts, supplies, accessories and related items
3. Liquid Fish Fertilizer
4. Printing Miscellaneous Contract Forms
5. Globe, Gate, Angle and Check Valves
6. Refinishing Interior of Fire Engine Booster Tanks
7. Die Impressed Mimeo Stencils
8. Lease of X-ray Equipment

OPERATIONS (concluded)

Some purchases or contracts of an unusual nature or involving a substantial outlay include the following:

1. X-ray Lease - with the cooperation of the City Attorney's office and the Department of Public Health a lease bid was awarded for leasing X-ray equipment for the San Francisco General Hospital. Equipment to be leased is of the type that may be anticipated to become obsolescent within a few years and the lease permits the Hospital to have up-to-date X-ray equipment at all times.

2. Turbines (to drive power generators) for Hetch Hetchy.

3. Language Laboratories (electronic) for San Francisco Unified School District.

4. Balcony Seats for Civic Auditorium.

5. Shuttle bus service for San Francisco International Airport.

6. Various large components for rehabilitation of cable car system.

BUREAU OF PERSONNEL AND ACCOUNTS

This Bureau, supervised by a Head Clerk with 24 employees, has charge of budgetary and personnel functions, processes bids, purchase orders and contracts; checks invoices for payment by Controller, sells charters, codes and other documents, and procures official bonds for officers and employees.

Sales of charters, codes and other documents amounted to $3929.

Discounts earned amounted to $58,426 or 97.7 percent and discounts unearned $1,363 or 2.3 percent. Comparable figures for the previous year were $51,235 or 98.9 percent and $587 or 1.1 percent.

CODING DIVISION

The new coding division, under the Bureau of Buying, that began operation in October, 1962, to develop a uniform coding system for all material purchased for the City and County of San Francisco, has reached the stage where the Cataloging Handbook and the Codification Catalog is ready to be published.

As soon as the catalogs are published, meetings will be held with all department heads and personnel that requisition material and equipment, to acquaint them with the format of the coding system and how to proceed to put it in operation.

The new Codification Catalog will be based on the format established by the Armed Forces Supply Center and will have a nine digit code arranged as follows:

> 353-06-0001. The first digit, 3, will indicate Material and Supplies and be the first digit of the Object of Expenditure, "O.E.". (If the article is classed as equipment the first digit will be 4.) The next two digits, 53, are the Group Numbers and last two digits of the O.E. The fourth and fifth digits are the Class digits, and the last four digits are the Item Numbers. The City of San Francisco Supply Classification Code will consist of 60 Groups of the 99 Groups that are available, and will use 542 out of the 999 Classes. This will leave 39 Groups and 457 Classes available for future expansion. Each Group will be published as a separate catalog due to the fact some departments will require only four or five groups; others will require forty or more. Each group will be punched for a loose leaf binder and stapled.

The Cataloging Handbook contains instructions on how to use the new code, a breakdown of the approved unit abbreviations, the index of material to proper group numbers and a commodity classification breakdown into group and class numbers. This catalog will be furnished to all departments requisitioning material.

The Codification Catalogs will have item code numbers for material stocked by the various departments of the City as well as items that have been ordered periodically the past year or so. These catalogs will be kept up to date by issuing a supplement to each group as items are added or deleted.

Central Warehouse

Central Warehouse - Receiving Area

BUREAU OF STORES AND EQUIPMENT

The Bureau of Stores and Equipment operates and maintains a central warehouse and storerooms in various City departments; receives and issues materials, supplies and equipment for all departments of the City and County of San Francisco, and makes miscellaneous emergency purchases for the account of the various agencies. This Bureau arranges for the sale of and sells surplus and obsolete personal property belonging to the City, exchanges equipment between departments, maintains a perpetual inventory of all materials purchased for the City and County of San Francisco and makes periodic checks of such property. The Bureau maintains control of the entire automotive fleet, including the listing, insurance and the reporting of all accidents.

The following locations are staffed and operated by the Division of Sales, Inventory and Stores:

Name and Location	Type	Amount of Inventory
Central Warehouse - 15th & Harrison	Stationery	$ 13,042
	Janitorial supplies	3,179
	2500 cans foodstuffs	**
	Misc. furniture	**
	Pipe	**
Dept. Public Works - 2323 Army St.		76,378
Water Department - 639 Bryant Street		369,604
Hetch Hetchy - Moccasin, Calif.		32,536
San Francisco Airport- South San Francisco		17,095
Municipal Railway - 24th & Utah Sts. and 2 sub stores		125,288
General Store		245,023
Elkton Yard (Carbarn Fund)		46,254
Potrero and one sub store		67,250
Washington & Mason (sub-store)		20,835
Health Department - SF Hospital, 22nd & Potrero		200,928
Laguna Honda Hospital, 7th Ave. & Dewey		179,511
Hassler Health Home, Redwood City		24,500
Public Welfare - Single Mens' Rehabilitation Center, Redwood City		3,978
Dept. of Electricity - 901 Rankin Street		25,595
Recreation and Park - Golden Gate Park		16,009
Sheriff		49,697
Central Shop Store - Hall of Justice Garage (sub-store)		35,842

** Storage only - Amount included with departmental inventory

PERSONNEL

The Sales, Inventory, and Stores divisions are staffed by the following:

1	- Stores and Equipment Supervisor
1	- Stores and Equipment Assistant Supervisor
1	- Senior Clerk-Stenographer
1	- Senior Clerk-Typist
2	- Inventory Clerks
10	- Senior Storekeepers
21	- Storekeepers
8	- Assistant Storekeepers
1	- Laborer
Total 46	

SALES DIVISION

Ten sales were conducted during the fiscal year under the authority of Section 88 of the Charter. Sales activities included legal research into various aspects of different sales, preparation of sales, inviting interested buyers to bid, opening and awarding of bids, collecting and depositing all money received from buyers with the City Treasurer and keeping records of correspondence relative to the sales.

The total revenue from the sales of 1963-64 was $37,951.49. A general breakdown of the sales is as follows:

Waste Paper	$ 907.14
Grease and Bones	1,710.85
Scrap Metal	7,273.47
Autos and Trucks	15,961.54
Sand	5,705.34
Used Office Furniture	795.84
Fare Boxes	666.60
Sacks and Containers	426.75
Misc. Sales	1,894.36
Auditorium Chairs	2,609.60
Total	$37,951.49

The Bureau continued the selling of used automobiles by public sale. Fifty one passenger automobiles, and thirty six trucks were sold. During the coming fiscal year several different types of automotive sales will be tried in order to determine which one will realize the most revenue for the City.

INVENTORY DIVISION

The program for this division includes the maintenance of a perpetual inventory of the City's equipment; moving and transferring equipment of various departments; investigation and reporting of missing or stolen property; and the transferring of used equipment between departments.

This division was assigned the task of coordinating the move of the Water Department to its new location on Rankin Street; and also the moving of other departments, including Record Center, Civilian Defense, Recreation and Park Engineers, de Young Museum and Public Welfare. Procedures, estimates, and appropriations dealing with the moves were set up, including meetings with department heads and moving contractors.

The perpetual inventory control of City equipment is a continuing program. At this time approximately 90% of inventory data is up-to-date and has been presented to the various departments for acknowledgment and acceptance.

During the fiscal year the rehabilitation of equipment and the transferring of surplus properties to various departments to the extent of $30,000 inventory value was effected, thus relieving the departments of having to purchase new equipment.

An important responsibility of this division continues to be automobile control. The integration of the automobile administration into a central control, with the use of the IBM system, is now fully operational. This provides a practical, comprehensive and flexible program in dealing with acquisition, assignment, licensing, insurance and disposition of the City's entire automobile fleet, valued at $2,000,000, and comprising approximately 3,000 vehicles. Automobile insurance coverages were extended to cover all City vehicles with the exclusion of emergency vehicles - police, fire and ambulances, and Municipal Railway revenue vehicles. Insurance coverages have been continued at $100/100,000 Bodily Injury Liability and $100,000 Property Damage liability, thus affording substantial protection.

STORES DIVISION

This past year has been a difficult year personnel wise, due to the lack of an existing list for permanent storekeepers. Fifteen new employees have been hired for periods of 90 days to five months. This has caused a terrific hardship in the departments affected. Three of our group received promotions to better positions, two within our own bureau and one to another department.

We are replacing the old wooden bins in the storeroom at the Department of Electricity with new steel ones; and are also working on the establishment of a Revolving Fund for stores at this new storeroom.

The duties of the storekeeper at the Department of Public Works at 2323 Army Street have been increased with the addition of the pipe yard, which was formerly at 1849 Harrison Street.

Four new Ansul Dry Chemical Fire Extinguishers were installed in the Central Warehouse; and all the old water pipes in the building were replaced with copper tubing. Additional changes were also made in the storage facilities for the Public Administrator at the Central Warehouse.

The Water Department has completed the move into new quarters on Newcomb St. The larger storeroom area there has increased the duties of the two storekeepers to such an extent that we have added another temporary storekeeper. It is our hope that we will be able to keep this additional help on a permanent basis.

The storage area of the Municipal Railway's Elkton Yard has been considerably reduced by the construction of a freeway through part of the property, and arrangements should be made to alleviate this shortage of storage space.

The Central Shops storeroom is having an extra mezzanine floor added for more storage space. The Shops storeroom is still in the process of having material coded, eliminating all obsolete stock, and building up a stock of active moving items, which are required to service equipment in active use.

The effect of automation is having its repercussions. The change-over is taking time and the delays are very costly. This has caused added work to be thrown on the storekeepers in being sure the material is on hand when needed, and that the correct amounts are ordered.

While improvements have been made in each department, there are many things left undone, most of them due to budget requests being refused. The major requirement needed was a lifter truck to unload heavy loads of lumber, steel, etc., which are received and issued at the Municipal Railway's Elkton Yard store.

At some store divisions new types of records geared to automation are being established to speed the processing of requisitions and for better regulation and control. The travelling requisition has proven very successful and is now being used by every department using the same vendors every month. The original requisition is put on a tape and then automatically typed. This tape is used every month until either the contract expires or the vendor is discontinued.

GENERAL

A safety delegate was appointed to visit storerooms at regular intervals and check for hazardous situations, safety violations, and other things which might lead to an occasion for accidents and loss of time. He also attended the California Safety Congress which was held here in San Francisco.

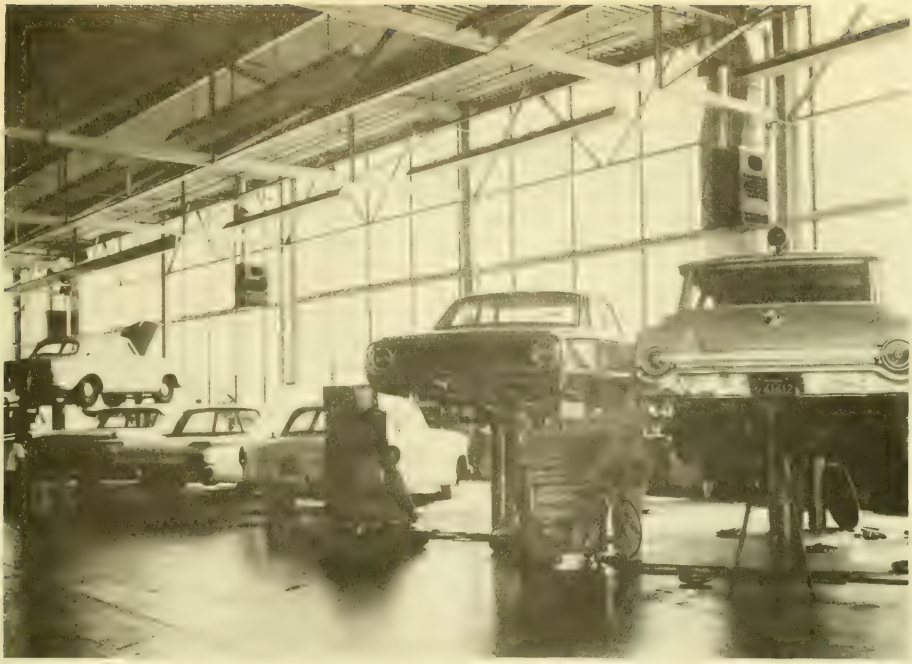
Several members of the bureau are continuing to attend adult night school to obtain a high school diploma, and several others have gone further and attended classes in supervision.

The Stores and Equipment Assistant Supervisor has attended several Material Handling meetings, and a one day seminar at Stanford University with the Coding Supervisor. He has also been present in an advisory capacity at several State examinations for storekeeping personnel.

The Stores and Equipment Supervisor attended the American Transit Association meeting in Los Angeles, and has already put into practice many suggestions received at that meeting.

All of the supervisory personnel in the bureau have attended sessions being conducted under the auspices of the Civil Service Commission to obtain a better knowledge of electronic data processing, and its application to the proposed over-all coding operations being planned for City-wide use.

During the year the bureau lost the very capable and valuable services of the Stores and Equipment Supervisor, Mr. James E. Leary, through his retirement after 39 years of loyal and faithful service. The Acting Stores and Equipment Supervisor herewith wishes to express his thanks for the confidence, counsel, and never-failing help and support of the Purchaser of Supplies during the past year. He would also like to commend the entire staff of the bureau for their loyalty, cooperation and steadfastness during a very trying and critical year.



Central Shops - Passenger Shop

Central Shops - Fire Apparatus Shop

BUREAU OF SHOPS

The Central Shops and allied facilities provide necessary mechanical maintenance and repair service for all City departments and bureaus (excepting Public Utilities). In addition, it is the responsibility of this Bureau to inspect, appraise and make recommendations on all City owned vehicles contemplated for replacement, aid the various departments in the writing of specifications, and to receive and approve all new vehicles delivered to the City and County of San Francisco.

Administration and major repair facilities are located at the Central Shops, 800 Quint Street. Other installations are: Golden Gate Park Shop, providing maintenance for Recreation and Park Department Equipment; Hall of Justice Service Station, where fuel and lubricants are provided for Police and other City cars, and inspection and light maintenance for Police vehicles; Dept. of Public Works' Army Street Yard and 19th Avenue Station; Health Dept. Garage; and Department of Electricity Yard.

The Central Shops have four main maintenance shop areas: 1. Automobile, 2. Truck, 3. Fire Apparatus, 4. Machine, and the following auxiliary shops: Blacksmith, Pattern, Paint, Hose, Upholstery, Body & Fender, Tire, and Service Station. In addition to the responsibilities for the maintenance and repair of mechanical equipment in school buildings, sewage plants, pumping stations, public buildings, etc., 1691 motorized units of the City owned fleet are maintained, an increase of 15 over the fiscal year 1962-63. These vehicles are valued at over 6.5 million dollars.

There were no additional employees added to the Bureau in this fiscal year. There are 94 budgeted employments as follows:

1 - City Shops General Superintendent
1 - Assistant Superintendent City Shops
3 - Automotive Machinist Foremen
2 - Automotive Machinist Sub-Foremen
1 - Maintenance Machinist Foreman
8 - Maintenance Machinist
24 - Automotive Machinist
7 - Automotive Mechanic
28 - Automotive Servicemen
2 - Pattern Maker
3 - Car & Auto Painter
3 - Body & Fender Workers
3 - Blacksmith
1 - Welder
1 - Upholsterer
1 - Chauffeur
1 - Senior Account Clerk
1 - Accountant
1 - Account Clerk

In addition, 1 General Storekeeper and 1 Storekeeper are assigned to the Central Shops to procure, store and issue stock and supplies.

Benjamin Shain - 7254 Auto Machinist Foreman (Acting City Shops Assistant Superintendent) retired after 30 years of City service. The efficient operations of the Park Shops and later the Central Shops were, in large measure, due to his energetic leadership.

F. Irving Harris and James J. Bolger, Automotive Machinists and Roy L. Bartmess, Auto Body and Fender Worker, retired from the Central Shops after many years of faithful service to the City and County of San Francisco.

Gene Waller, Automotive Machinist, was granted a disability retirement and Edward Donovan, Automotive Machinist, died while in the service of the Central Shops.

The following is a report of the year's activities of the various shops and sub-shops of the Central Shops Purchasing Department.

Automobile Shop

This shop staffed with 7 Automotive Mechanics, 2 Automotive Servicemen and 1 Automotive Mechanic Foreman, Mr. Roy Didier, is responsible for the repair and maintenance of 567 City owned passenger cars.

A total of 2393 jobs were completed by this shop.

45 new Police cars, 2 new Fire cars, 5 new station wagons for the Sheriff's Department and 2 new cars for the Housing Development were equipped with sirens, red lights, spot lights, revolving roof lights, security screens and other necessary equipment.

10 rebuilt engines were installed, 17 engines were major overhauled, 123 minor engine jobs were performed.

98 stick transmissions were overhauled and 154 clutches were replaced. 131 automatic transmissions were adjusted and serviced, 43 overhauled and 18 re-sealed.

86 road calls and tow jobs were performed.

252 major and minor body and fender damage jobs were repaired.

A new Amco Brake Drum Lathe enabled the Shop to perform 339 brake jobs, which included safety inspection of wheel cylinders, brake lines, front end wear and leaking grease seals.

New Sun Battery Starter Tester, Sun Volt Ampere Tester, and Diode Tester for generators, alternators and regulators enabled the Shop to perform more accurate diagnoses and reduce "down time". These new machines also assisted in the 470 tune-up jobs performed, which included cleaning smog-control valves, overhauling carburetors, replacing plugs, points, condensors, and adjusting valves.

A preventive maintenance inspection was established for Public Welfare and Juvenile Court Departments in an effort to prolong useful operation of their vehicles and prevent road breakdown.

Fire Apparatus Shop

This shop is responsible for the maintenance, repair, and service of 220 units of heavy duty fire apparatus.

The staff consists of 9 Automotive Machinists, 1 Automotive serviceman, and 1 Automotive Machinist Foreman, Mr. Leonard Counihan.

During the fiscal year a total of 1003 shop jobs were completed, and 1968 field service calls made.

Two new triple combination fire pumps and one new 100' aerial truck were tested, equipped, and put into service as were two new high pressure system service trucks. In addition, 9 auxillary fire apparatus were converted and rebuilt into high pressure system service trucks and one converted into a Fire Department service squad wagon.

The following list of completed jobs is typical of the work done in this shop:

15 major engine repair or overhauls
100 minor engine repair or overhauls
47 transmissions repaired or overhauled
88 engine tune ups
110 brake system repairs
12 sets safety brakes installed
46 radiators repaired
50 muffler and tail pipe repairs
65 fire pump repairs
59 aerial ladder repairs
5 booster tanks refinished
40 vehicles equipped with required safety items
45 chassis repairs

Truck Shop

The Truck Shop is responsible for the repair of over 600 varied pieces of mechanized equipment which are used by all City departments.

The shop completed 2183 jobs during the last fiscal year. This work was accomplished by 10 Auto Machinists and 2 Auto Servicemen who were under the supervision of Foreman Auto Machinist James Elliot.

Complete repairs of all types are part of the normal routine on the following equipment:

141 Pickup Trucks
27 Heavy Duty Trucks
55 Compressors
29 Light special equipment such as ambulances, concrete cutters, blowers etc.
192 Heavy special equipment such as all types of road and earth moving equipment, farm equipment, sewer cleaners, power mowers etc.

Truck Shop - Cont.

93 Medium Duty Trucks
8 Heavy Tractors

Major jobs included complete rebuilding and modifying 2 Wayne Sweepers for more efficient operation. This work will more than double the life of this equipment.

Extensive repairs, including complete overhaul of all running gear, were also made to Shop's Asphalt Spreader.

In an effort to lessen field breakdown of trucks and subsequent road calls and out-of-service time, the Truck Shop initiated the policy of a preventative maintenance inspection of vehicles brought into the shop for a specific complaint or failure. The result has been that latent defects and potential breakdowns have been avoided on many vehicles.

Machine Shop

This division of the Central Shops is mainly responsible for all "Non-Automotive" maintenance, repair and reconstruction of City equipment and installations. Services are available to all City departments except Public Utilities which provide their own.

Operations consist of complete mechanical repairs to sewage treatment plants, pumping stations, school and other public buildings, jails, bridges, parks, school classroom tools and equipment, Public Works, the high pressure system and operating equipment, and tools of the Fire Department, plus many others too numerous to detail.

Services include the drawing, layout and furnishing of patterns, ordering and inspection of castings, complete machining and manufacture of machine parts with final assembly and installation where required, including the manufacture of special equipment and tooling when requested.

General machining operations are performed for the various automotive shops.

Personnel of this division operate under direction of the General Superintendent and his assistant through the Maintenance Machinist Foreman, Mr. Robert Roller who supervises the activities of 8 permanent and one temporary Maintenance Machinist.

In addition to the main Machine Shop with 5 Machinists, 2 Sewage Treatment Plant sub-shops have one Machinist each with 2 Machinists at the large South East Plant Machine Shop.

Activities during the year were covered by 748 separate and distinct job descriptions, many of a major nature, plus 104 miscellaneous machine operations for the automotive divisions.

Total expenditures of this division were $206,500 - approximately 22% of the total shop budget for the fiscal year.

Machine Shop - Cont.

A few major jobs during the year were:

1. Marina Sewage Pumping Station - complete overhaul of main pumps.
2. DPW Army Street Yard - reconstruction of sand conveyor and elevator.
3. Palace of Legion of Honor - complete overhaul and conversion of main heating blower.
4. Abraham Lincoln High School - complete overhaul of stage curtain operating mechanism.
5. Police Pistol Range - overhaul and reconstruction of target machinery.
6. Fire Department Water Tower #1 - reconstruction of accident damage to telescope sections.
7. Fourth Street - force main sewers - special tooling and apparatus for repair of break.
8. Aquatic Park - complete overhaul of main sewage pumps (4).
9. Golden Gate Park - reconstruction of main gear drive on merry-go-round.
10. Civic Center Powerhouse - complete overhaul of main feedwater pumps.

Recreation and Park Automotive Shop

This shop, located in the Maintenance Yard area of Golden Gate Park, is staffed with 3 Automotive Machinists, one Automotive Serviceman, and one Automotive Machinist Foreman, Mr. A. Kerri.

Maintenance and repairs were performed on the following pieces of equipment operated by the Recreation and Park Department.

18 Passenger Cars
52 Truck of all types
11 Tractor Mowers
4 Tractor Loaders
38 Miscellaneous as D6 Caterpillar Tractor-Cat. Grader-chipper, Sweepers, Air Compressors, Pumps, etc.
125 Power operated mowers
50 Hand Mowers
35 Miscellaneous pieces such as Threaders, Spikers, Spray Machines, Roto Tillers, and Power Saws

During the past fiscal year a total of 766 jobs were completed on automotive equipment and 510 jobs on various power and hand mowers.

Major overhaul was completed on a D-6 Caterpillar Tractor, an International Loader, and the "Tree Topper" Boom Truck.

Hall of Justice Service Station

This unit of the Central Shops is located adjacent to the Hall of Justice and provides fuel and service to Police Department vehicles, and fuel and oil to other City departments. The station is operated 7 days a week from 7 a.m. to midnight. It is staffed with 9 Automotive Servicemen, 2 Automotive Mechanics, and one Sub-Foreman, Mr. Jack Quinn.

Hall of Justice Service Station - Cont.

The convenient location of this station for City vehicles and the accelerated usage of Police vehicles have made this station a high volume distribution point for auto fuels and lubricants.

The past fiscal year shows the following services performed:

Gasoline dispensed	456,000 Gal.
Oil dispensed	4,121 Gal.
Tow jobs	1,075
Tires Changed (new and recaps)	4,285
Batteries (new or recharged)	640
Grease & service jobs	2,530
Mechanical repairs	5,544
Motorcycle Service:	
Oil changes	1,300
Tires (new or recaps)	500
Batteries (new or recharged)	700

The preventative maintenance service and inspection program continues to pay dividends in a better operating Police fleet with minimum down time due to mechanical failure.

There still exists, however, the need for an additional Automotive Serviceman so that all Police vehicles might receive this service. The additional employee would permit cancelling of the present service contract.

Pattern and Ladder Shop

This shop, staffed with 2 Patternmakers, manufactured 8 and repaired or overhauled 82 Fire Department ladders. In addition, numerous wood fittings, hose bumpers, pike poles, and fire axes were manufactured or repaired and necessary patterns for Central Shop, DPW, and High Pressure system operations were manufactured or repaired.

Paint Shop

This shop, staffed with 3 Car and Auto Painters, are responsible for all necessary vehicle painting and Fire Department ladder refinishing.

550 paint jobs on damaged and repaired vehicles were accomplished as were 8 complete paint jobs on heavy duty trucks, and 75 refinishing jobs on various Fire Department ladders.

Blacksmith Shop

This shop performs all of the welding, forging, and general heavy duty metal fabrication necessary to repair and outfit fire apparatus, Public Works' trucks, etc.

Major work consisted of manufacture of 18 street cleaning "pickup" buggies, rebuilding bodies of 2 eductors, manufacture and installation of guards, steps, and other safety devices for City trucks.

Blacksmith Shop - Cont.

This shop is now entirely staffed with limited tenure employees due to: (1) classification change, (2) promotion of three employees to Public Utilities. This is an undesirable situation and it is hoped that the near future will see competent permanent employees in this shop.

Upholstery Shop

This sub-shop with one Upholsterer manufactures and repairs leather goods, belts, covers, safety devices used by the Fire Department and, in addition, repairs and upholsters vehicle seats, interior lining, etc.

A total of 517 jobs were accomplished during the year.

Body and Fender Shop

This sub-shop is responsible for all body and fender repairs on City vehicles and any alterations and modifications necessary on vehicle bodies. Three Body and Fender workers are employed.

A total of 381 "accident type" vehicle body repairs were made. Of these, 248 were repaired in the shops and 133 were completed by low bid contract.

A noteworthy "non accident" type project initiated in this shop was the development and manufacture of Police patrol car screens. These provide a security divider between the front and rear seat of Police cars so that law breakers are transported quickly from place of arrest without having to wait for a patrol wagon to respond.

Fire, Hose and Broom Shop

One Maintenance Machinist divides his time between inspection and repair of all types of fire hose and fittings and the repair and rebuilding of steel gutter brooms used on the mechanical street sweepers.

During the year 21,000 feet of new fire hose was received, inspected, tested, labeled and distributed to the various fire engine companies. An equal amount was backed down to the lower pressure zone and a like amount condemned for disposal or sale.

This shop also rebuilt a total of 112 steel gutter brooms for use by DPW Street Cleaning power sweepers.

Army Street Station

This station, located at 2323 Army Street in the DPW Yard, provides fuel and lube service to all DPW vehicles working out of that area. It operates 5½ days per week from 7 a.m. to midnight. It is staffed by 2 Automotive Servicemen, 1 Automotive Serviceman Sub-Foreman, Mr. Robert Desmond, and one Automotive Machinist.

Army Street Station - Cont.

The past year 282,000 gallons of gasoline, 20,000 gallons of kerosene, and 2,640 gallons of oil weredispensed. A total of 1224 vehicles were lubed and serviced.

Minor miscellaneous repairs, clutch and brake adjustments, tune-ups, electrical repairs and field services amounted to 2194 separate jobs.

19th Avenue Service Station

This station, located on 19th Avenue near Taraval Street, provides service and garage facilities for DPW vehicles assigned to the western section of the City. Gasoline and oil are dispensed to other City vehicles operating in that area, thereby effecting a substantial saving in fuel costs and operators' time.

57,500 gallons of gasoline and 2390 quarts of oil were dispensed; 56 major services were performed on heavy duty trucks and 472 minor services and repairs made.

Quint Street Service Station

This station located at Central Shops provides fuel and service to City vehicles garaged or operating in the area. In addition, fire apparatus and cars receive preventative maintenance and periodic lube service. A total of 102,500 gallons of gasoline was dispensed during the past year. The station was improved with the relocation of one of the three pumps so that two lanes of vehicles can now be gassed simultaneously.

Accounting Section

To take advantage of a recent change in the Annual Appropriation Ordinance, pertaining to moneys received in payment for damages done to City vehicles, a procedure was established to assist the various departments in their efforts to effect early collections.

Over 185 "accident invoices" were mailed the day they were requested. $5400 was collected immediately without any legal suit being required. Approximately $26,000 in claims against second parties was turned over to the Delinquent Revenue Bureau, and it is anticipated that most of this amount will eventually be returned to the City. Under the new appropriation ordinance the $5400 collected was credited back to the various departments' repair accounts, rather than to the General Fund as in the past.

Recreation and Park Garage was brought under cost control in the same manner as all other Central Shop repair activities. All units were classified and numbered. Monthly invoicing by unit or vehicle is now furnished to this department. A cost of unit maintenance can now be developed which will assist in preparation of future budget estimates.

A "Survey of the Administration of Motive Equipment" was made during this fiscal year by John F. Forbes and Company with the cooperation of the offices of the Mayor, Chief Administrative Officer and Controller at the request of the Central Shops Purchasing Department.

This is a report on a survey and recommendations for improvement of the administrative policies and practices governing the acquisition, operation, and maintenance of motive equipment operated by the City and County of San Francisco.

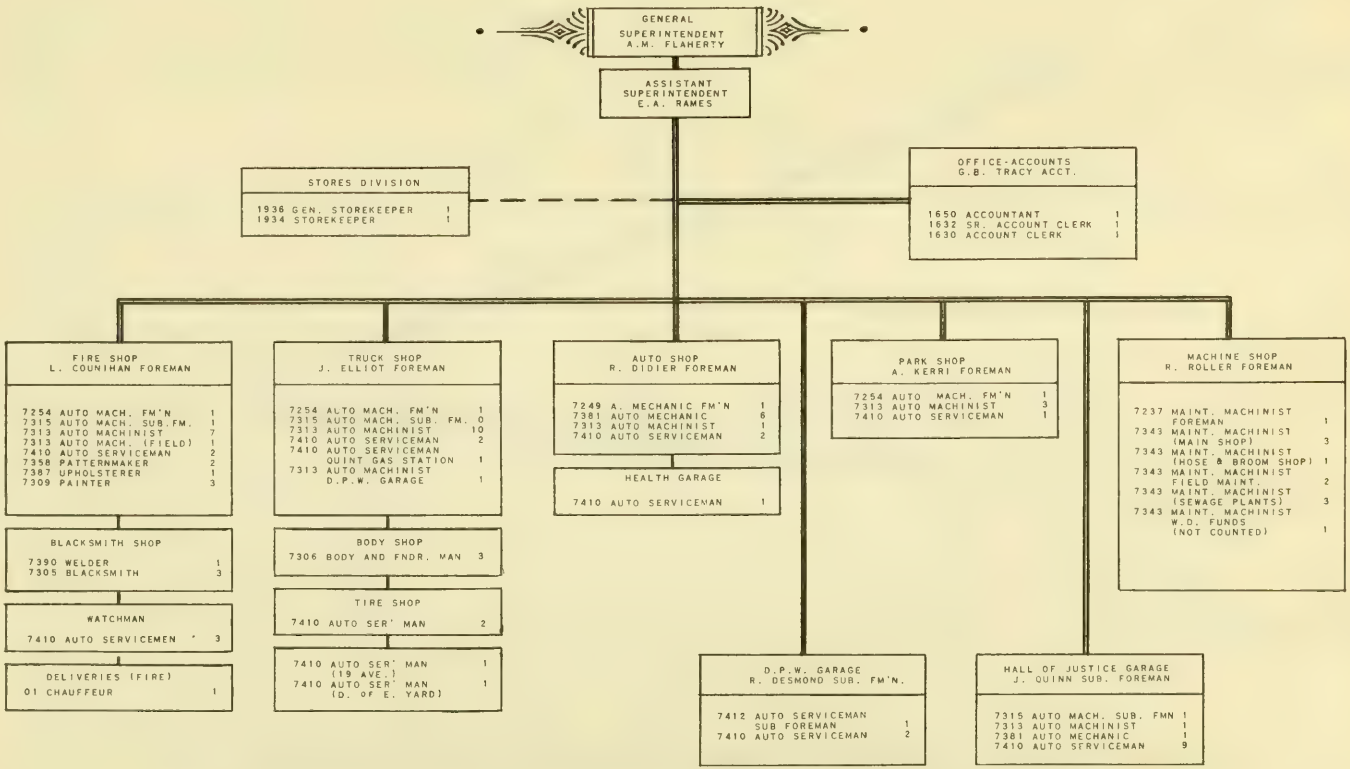
The purpose of this study and the ultimate aim is to realize maximum usage at lowest possible cost of the huge fleet of City owned vehicles.

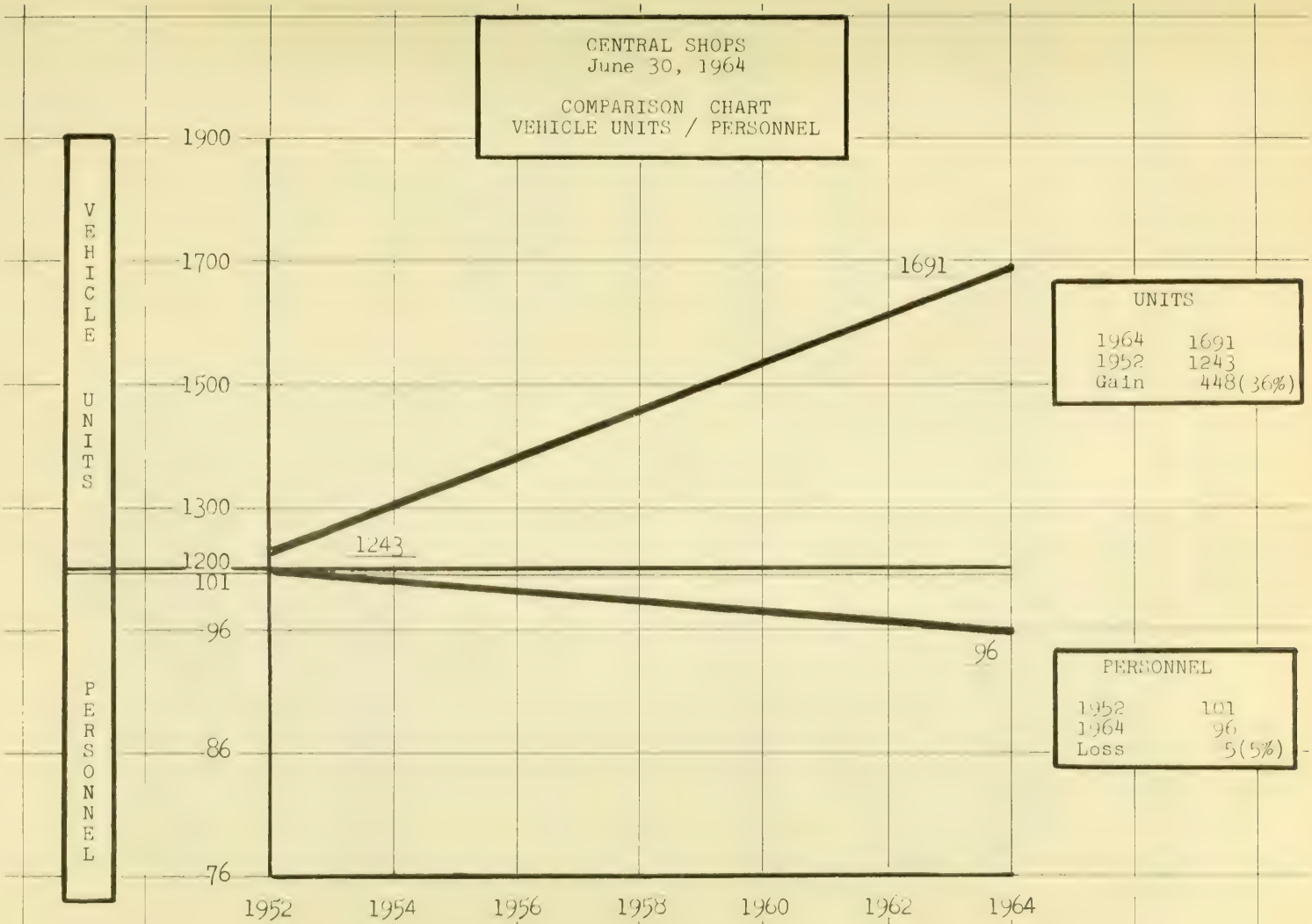
It is anticipated that the recommendations, where practicable, will be put into force during the next fiscal year.

ORGANIZATION CHART
CENTRAL SHOPS

PURCHASING DEPARTMENT — CITY AND COUNTY OF SAN FRANCISCO

JUNE 30 1964




CENTRAL SHOPS
June 30, 1964
COMPARISON CHART
VEHICLE UNITS / PERSONNEL
VEHICLE UNITS
PERSONNEL
1900
1700
1500
1300
1200
101
96
86
76
1691
1243
96
1952
1954
1956
1958
1960
1962
1964
UNITS
1964 1691
1952 1243
Gain 448(36%)
PERSONNEL
1952 101
1964 96
Loss 5(5%)

CENTRAL TABULATING BUREAU

The Central Tabulating Bureau provides centralized service, available to all City and County of San Francisco departments, in machine accounting (IBM).

The Bureau occupies two locations: City Hall and Hall of Justice.

The Bureau is administered by a Tabulating Division Supervisor with the assistance of a Principal Tabulating Machine Operator and a Senior Tabulating Machine Operator. Funds for operating expenses are provided by budget transfers and work orders from departments using these services. The total cost for work processed during the fiscal year 1963-1964 amounted to $142,613, an increase of $16,092 over the previous fiscal year.

The following tabulation shows a list of the personnel and equipment at the two locations of this Bureau:

Room 158, City Hall	Room 125, Hall of Justice
Personnel	
1 Supervisor of Tabulating	
1 Senior Tabulating Machine Operator	1 Principal Tabulating Machine Operator
3 Tabulating Machine Operators	3 Tabulating Machine Operators
1 Key Punch Operator	5 Key Punch Operators
Equipment	
3 Key Punch Machines	8 Key Punch Machines
2 Sorting Machines	3 Sorting Machines
1 Collator	2 Collators
1 Interpreter	1 Interpreter
1 Reproducer-Summary Punch	2 Reproducers
2 Accounting Machines	2 Accounting Machines

Major Recurring Functions of the Tabulating Section:

Department	Function
Municipal Court	Traffic Citations: Calendars, Abstracts, Adjudication Statistics, Cash, Motor Vehicle, Notices, Warrants, Moving Violations, Paid and Unpaid License File, Moving Violation Paid Calendar, Missing Tags, and Miscellaneous Records and Reports
Civil Service Commission	Salary Standardization Reports, Salary Survey Data Analysis, Recruitment and Examination Records
Controller	Budget Statistics Tabulation of Officials' Bonds, Canceled Warrant Report, Summary of Unpaid Property Taxes Daily Encumbrance Posting Reports (Purchase Orders) Budget Priority, SJVs, Claims Against City Public Health Mental Payments

Department	Function
Controller (EDP)	Miscellaneous and Utilities, Tax - Assessor, Civil Service, Retirement, Health Service, Budget, Payroll, Payroll RPG
Purchasing Department	Inventories - Equipment and Warehouse Stores Stationery Control, Record of Average Use (materials), Fee Tag Reports, Purchase Order Registers, Shop Expenditure Reports, Vehicle Maintenance Cost Accounting, Contracts and other Statistics, Proposal Index, Bid Index
Tax Collector	License Tax Accounting: Hotels, Apartment Houses, Food Inspection, Pin Ball Machines, etc. Hotel Transient Tax
Registrar of Voters	Election Officer Payroll Election Analysis and Statistics
Dept. of Public Health (Vital)	Birth and Death Indexes and Statistics - Monthly and Annually, Venereal Disease, T.B. Statistics, Community Mental, Emergency Hospital
- Central Office	Budget Statistics, Public Health Field Nursing, Inspectors, Cost and Expenditures
- SF General Hospital	X-ray Statistics, Ward Census Summary, Inventory, Discharge Analysis
- Laguna Honda Hospital	Cost Accounting, Ward Census, Inventory
- Emergency Hospital	Statistics
- T. B. Subsidy	Statistics
Airport	Audit
Chief Administrative Officer	San Francisco General Hospital Conference
Bay Area Air Pollution	Index File and Statistics
Board of Education	Purchase Order Listing
Public Utilities Heat, Light and Power	Distribution and Accounting Records of Consumption of Gas and Electricity by City and County Depts.

The scope of machine accounting operations performed by the Bureau continues to expand. During the fiscal year the following procedures were inaugurated:

For the Controller - A listing of statistics for the new 6400 machine.

For the Purchasing Department - Brand Analysis, Garbage Collection, and Service Agreements.

For the Municipal Court - Stop and Release Dismissals and Group Demonstrations Arrest Index.

REPRODUCTION BUREAU

The Reproduction Bureau furnishes all City departments the services of photography, offset printing, mimeographing, photostating (at main location, Room 50, City Hall), blueprinting (located 5th floor City Hall), and two self-service electrostatic copiers - one on the main floor City Hall and the other in the City Hall Annex.

Funds for the operation of this Bureau are provided by budget transfer and work orders from departments using these services. The work processed by this Bureau in the fiscal year 1963-64 amounted to $115,503, an increase of $12,786 over 1962-63.

The personnel is supervised by a Reproduction Manager with a staff of ten employees.

Room 50, City Hall (basement)

1 - Blueprint and Reproduction Manager
1 - Senior Account Clerk
1 - Photo-Lithographer
1 - Photographer - as needed
1 - Photostat Operator
1 - Photostat Operator - part time
1 - Senior Offset Machine Operator
1 - Offset Machine Operator

Fifth Floor, City Hall

1 - Senior Blueprint Machine Operator
2 - Blueprint Machine Operators

The function of this Bureau is also to help all departments in reproduction problems and to meet deadlines when time is of the utmost importance especially on reports and advertised bids.

IMPROVEMENTS

Funds have been appropriated and plans are in the final stages for major alterations on the Reproduction Bureau. These alterations include:

Moving the large 42" blueprint machine and two 42" ammonia dry process machines from the fifth floor to the main reproduction center in Room 50.

Addition of a new 17" x 22" Robertson copy camera and new darkroom adjacent to the offset printing section.

Relocating of other miscellaneous equipment to eliminate crisscrossing of work.

Adding a new 18" x 24" electrostatic copier to process the Assessor's abstracts of property transfers, which will be less costly, and time saving.

This alteration is expected to be completed by the end of 1964.

A P P E N D I X

ORGANIZATION CHART

PURCHASING DEPARTMENT

Chief Administrative Officer

Purchaser of Supplies

Specifications & Control

Assistant Director of Purchasing & Services

Secretary

Bureaus

Reproduction

Blueprint & Reproduction Manager

1 - Photographer
1 - Sr. Acct. Clerk
7 - Misc. Tech.

Central Tabulating

Supervisor of Tabulating

1 - Sr. Tab.Mach.Opr.
1 - Prin.Tab.Mach.Opr.
6 - Tab. Machine Oprs.
6 - Key Punch Opers.

Shops

City Shops General Superintendent

Asst. Superintendent City Shops

7 - Foreman & Sub-For.

1 - Sr. Account Clerk
1 - Accountant
1 - Account Clerk
28 - Auto. Servicemen
39 - Machinists
15 - Various Crafts

Buying

Asst. Dir. of Pur. & Services

Senior Purchaser

10 - Purchasers
(7 Commodity Pur.
(2 Pur. Printing
(1 Asst.Purchaser-Term & Serv.Cont.)

Coding

1 - Supervisor

1 - Clerical

Personnel & Accounts

Chief Clerk

Budgets & Accts.

1 - Accountant

Personnel

1 - Payroll & Per. Clerk

Bids

1 - Principal Cl.
10 - Clerical

Purchase Order Processing

12 - Clerical

Equipment & Supplies

Stores & Equipment Supervisor

Stores & Equip. Asst. Supervisor

Inventory-Sales

4 - Clerical

Stores

10-Sr.Storekeepers
21-Storekeepers
8-Asst.Storekeepers
1-Laborer

Aug. 28, 1964

TABLE NO. 1

Showing

PURCHASE ORDERS PROCESSED

	1963-64		1962-63	
	Purchase Orders	Amount	Purchase Orders	Amount
General	16,153	$ 6,795,847	17,429	$ 6,721,062
Education	6,756	3,045,980	7,213	3,238,959
Health	5,066	2,566,419	5,204	2,450,925
Utilities	5,737	4,688,099	4,270	2,419,819
	33,712	$17,096,345	34,116	$14,830,765
Purchases by Encumbrance Requests		$14,204,233 *		$ 1,997,378
		$31,300,578		$16,828,143

* Total amount of encumbrance requests underestimated for 1962-63. Detailed statistics maintained during 1963-64 produce above amount.

TABLE NO. 2

EXPENDITURES

Comparison of expenditures with original budget for all operating appropriations except Personal Services for 1963-1964:

Account	Budgeted	Encumbered & Expended	Surplus	Deficit
Contractual Services 3.311.200.000	$32,133	$28,580	$ 3,553	
Materials & Supplies 3.311.300.000	14,000	13,522	478	
Equipment 3.315.400.311	31,678	29,729	1,949	
Premium - Official Bonds 3.315.812.311	27,760	13,150	14,610	
Premium - Auto Insurance 3.315.813.311	43,000	42,690	310	
Membership Dues 3.311.800.000	831	819	12	
Total	$149,402	$128,490	$20,912	

REVENUES

Comparison of revenues with estimated revenues 1963-64

Account	Estimated Revenue	Actual Revenue	Over Estimated	Under Estimated
Sale of Documents 7061	$ 1,000	$ 3,929		$ 2,929
Minor Sales 7062	5,000	8,037		3,037
Sale of Grease 7621	1,500	1,776		276
Total	$7,500	$13,742		$6,242

TABLE NO. 3

SHOP EXPENDITURES

Comparison of expenditures with original budget for all appropriations except personal services for 1963-1964:

Object		1963-64 Amount	1962-63 Amount
Administrative Salaries		$ 9,660	$ 9,626
Wages		537,012	506,279
Contractual Services		108,819	111,415
Materials and Supplies		195,560	187,481
Retirement		6,694	6,105
Work Orders		85,857	87,753
	Total	$943,602	$908,659
Contractual Services			
Original appropriation		$ 77,582	$ 77,946
By transfer		34,190	36,743
		111,772	114,689
Less unexpended		2,953	3,274
Expenditure	Total	$108,819	$111,415
Materials and Supplies			
Original appropriation		$171,502	$166,945
By transfer		26,877	21,460
		198,379	188,405
		2,819	924
Less unexpended	Total	$195,560	$187,481